

PHILANTHROPY AND SOCIAL MEDIA

How Foundations Are Using Social Networking Sites To Connect with Key Publics

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ABSTRACT

Social networking has given for-profit and nonprofit organizations new opportunities to connect with key publics. One-way communication methods are being replaced by two-way communications that encourage feedback and dialogue. If used strategically, social networking sites can become platforms for dialogue and give organizations the opportunity to build relationships with publics. Through one-on-one interviews, a content analysis of tweets and posts, and a survey of the social media audience, this study examines how philanthropic organizations use two popular social networking sites — Facebook and Twitter — to communicate with key publics using Kent and Taylor’s dialogic principles as its theoretical framework.

ABOUT THE AUTHOR

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In her role as communications administrator, Eisentrager provides support to the communications department by proofreading internal publications, news releases, and publications and managing the Foundation’s communications databases and large mailings. She also develops original content for both print and online and maintains the Foundation’s social media channels, including Facebook and Twitter.

INTRODUCTION

Social networking has become part of daily life for many Americans. According to Pew Internet research (2011), 59 percent of Internet users say that they use at least one social networking site. Facebook is the market leader — 92 percent of Internet users currently use Facebook compared to MySpace (29%), LinkedIn (18%), and Twitter (13%).

While the adoption of Twitter among Internet users is still relatively low, 33 percent of users engage with the platform daily compared to single-digit rates for MySpace and LinkedIn. Facebook frequency is also high, with 52 percent of users logging in daily.

Organizations in all sectors are beginning to see real potential in social media for marketing to and communicating with customers. A survey of more than 3,800 participants (Stelzner, 2012) found that the most commonly used social media tools among businesses, both large and small, were Facebook (92%), Twitter (82%), and LinkedIn (73%). The study also revealed that the top two benefits of social media to these businesses were increased exposure and increased website traffic.

This trend has undoubtedly extended into the not-for-profit sector. Social networking sites can be an excellent tool for engagement and relationship building. This study explores how philanthropic organizations use social media to communicate with key publics using Kent and Taylor's dialogic principles as its theoretical framework. Because of the current trends in social media usage, this research will concentrate on the sector's use of Twitter and Facebook. The

findings should provide valuable insights that can be used to improve the efficacy of these platforms for philanthropic organizations.

LITERATURE REVIEW

Social Media 101

Facebook is a social networking site used to stay in touch and connect with friends and family members. Facebook was launched in February 2004 and is presently dominating the social media sphere with 901 monthly million active users worldwide (Facebook, 2012). According to Infographic Labs (2012), Facebook users spend an average of 20 minutes on Facebook per visit and contribute 2.7 billion “likes” every single day!

Twitter is a microblogging site that allows users to disseminate brief messages of up to 140 characters in length. Twitter was launched in July 2006 and has experienced incredible growth. Today, the social networking site has 140 million active users and experiences 340 million tweets daily (Twitter, 2012).

Philanthropy and Social Media

In 2009, 76,545 national foundations gave \$45.8 billion in funding to organizations across the United States (Foundation Center, 2011). This number includes all three types of foundations — private, corporate, and community foundations. In Minnesota, the location of this study, there are more than 1,300 grantmaking organizations (Minnesota Council on Foundations, 2011).

Foundations vary considerably in assets and staffing. According to Foundation Center (2009), 76 percent of United States foundations reported having four or fewer staff members. About 80 percent of Minnesota-based foundations have no paid staff. Additionally, a significant number of foundations do not consider unsolicited requests for support. These conditions reduce the philanthropic sector's overall level of communication with the general public. For example, only 26 percent of national foundations maintain a website and just 13 percent publish annual reports (Foundation Center, 2009).

Research on philanthropy's use of social media is limited. However, according to findings from a small study conducted in 2010 of national foundation leaders, 33 percent use Facebook regularly while only 6 percent use Twitter regularly (Foundation Center, 2010). Similarly, overall adoption of social media among foundations based in Minnesota is relatively low. Of the top 50 Minnesota grantmakers by grants paid, just nine foundations actively use Twitter and Facebook, respectively (Table 1). While the majority of active foundation users in Minnesota are on both Twitter and Facebook, two foundations have decided to use only one platform at this time.



Rank	Foundation Name		
2	The McKnight Foundation	X	X
3	General Mills Foundation & Corporation	X	X
4	Greater Twin Cities United Way	X	X
6	The Saint Paul Foundation and Minnesota Community Foundation	X	X
9	The Minneapolis Foundation	X	X
14	Bush Foundation	X	X
20	Blandin Foundation		X
23	Lutheran Community Foundation	X	
30	Northwest Area Foundation	X	X
39	F.R. Bigelow Foundation (part of MN Philanthropy Partners)	X	X

Table 1: Active Facebook and Twitter Accounts (Minnesota Council on Foundations, 2011)

While overall adoption is low, a group of “innovator” foundations are emerging and appear to be finding effective ways to use social media to connect with key publics. In a recent study by the Institute for Philanthropy (2011), several shared goals and objectives were identified for foundation’s use of social media. These goals and objectives include:

- Acting as a loudspeaker for grantees’ work;
- Making information available;
- Inviting stakeholders into internal processes;
- Engaging people to help solve problems in their communities; and
- Transparency and accountability.

Four Models of Public Relations

Much of the existing research on social media analyzes it through the lens of Grunig and Hunt’s (1984) four models of public relations: press agency, public information, two-way asymmetrical, and two-way symmetrical communication. Grunig has reasoned that two-way symmetrical communication — one that is a “give-and-take” relationship between the organization and the publics — is the most effective model for public relations practitioners.

A considerable number of studies have examined how the nonprofit and government sectors are using social media — specifically, looking at the use of one-way versus two-way communication strategies. Waters *et al.* (2011) analyzed the tweets of 60 randomly selected government agency accounts and determined that government agencies primarily use the public information model of public relations on social media, an approach that uses one-way communication techniques to disseminate truthful information. The author acknowledged that other techniques were found to

be present within the tweets analyzed, and concluded that while two-way symmetrical communications is the recommended approach for social media, it is often necessary for public agencies to push their own agenda forward. In these cases, the public information model might be the best option.

Similar research was conducted on nonprofit's use of Twitter. Waters *et al.* (2010) analyzed the Twitter content for 27 organizations using a schema developed to measure the four models of public relations. This study found that nonprofit organizations were predominantly using press agency or public information as a means to communicate with audiences on Twitter. Of the two-way models, nonprofits were more often using asymmetrical communications to learn more about their constituents. Examples of these techniques included online surveys and polls. While these techniques encourage feedback, they do not stimulate a balanced conversation between the organization and its publics. Overall, nonprofits examined in this study were using Twitter more to share information than to build relationships.

A separate study of 73 nonprofit organization's use of Twitter had similar findings. Lovejoy *et al.* (forthcoming) found that nonprofit organizations continue to use Twitter for one-way communication, rather than capitalizing on the interactive qualities of the site. The research concluded that "Twitter is proving to be yet another social media outlet being hyped for relationship-building efforts that public relations practitioners do not fully perceive as being present" (p. 6).

Less research can be found on Facebook use by organizations. Burnett *et al.* (2009) analyzed the content of 275 nonprofit organization's Facebook profiles. The research examined how nonprofit organizations incorporate the relational development strategies of disclosure, information dissemination, and involvement. The study found that while nonprofit organizations were using Facebook, the majority were not taking advantage of the wide array of public relations strategies available to them on Facebook. Specifically, nonprofits were not providing users the opportunity to become more involved in the organization beyond providing additional contact information. Nonprofits were not including on their profiles the opportunity to donate, volunteer, or learn more about upcoming events, all which could lead to increased interaction and involvement with the organization.

Dialogic Communication Theory

Other studies have examined social media through the lens of dialogic communication theory. Kent and Taylor (1998) explain the difference between dialogic theory and two-way symmetry:

The relationship between two-way symmetrical communication and dialogic communication can be seen as one of process and product. That is, two-way symmetrical communication's theoretical imperative is to provide a procedural means whereby an organization and its publics can communicate interactively... In contrast, dialogic communication refers to a particular type of relational interaction — one in which a relationship exists (p. 323).

Social networking sites provide a platform on which two-way symmetrical communication *can* exist. In the often-cited 1998 article, *Building Dialogic Relationships Through the World Wide Web*, the authors state that, “Technology itself can neither create nor destroy relationships; rather, it is how the technology is used that influence organization-public relationships” (p. 324). Organizations can authentically build relationships with publics by incorporating strategy into its use of social networking sites. Kent and Taylor (1998) provide guidance to organizations interested in using the Internet to build relationships with key publics. They outline five key principles for integrating dialogic communications:

- *Dialogic Loop*. Considered to be the most important principle, websites should encourage users to engage in dialogue with the organization. Features may include commenting, asking for feedback, or providing mechanisms for sharing content.
- *Usefulness of Information*. Content should be deemed useful to specific users; the website should also include useful information about the organization as a whole.
- *Generation of Return Visitors*. Websites should encourage users to return, so that a relationship can truly begin to grow.
- *Ease of the Interface*. Users should find it easy to navigate the website.
- *Rule of Conservation of Visitors*. Navigation should encourage users to stay on the organization’s website or related websites, rather than directing them to outside pages.

These guidelines have been adapted for use in studies that investigate the dialogic properties of social networking sites. Rybalko and Seltzer (2010) analyzed the content of tweets by 170 Fortune 500 companies using the five principles. In this study, Twitter profiles were classified as either dialogic or non-dialogic based on the responsiveness of the company to direct messaging on Twitter. The research found that companies using Twitter in a dialogic fashion were more frequently using features that conserve visitors than any of Kent and Taylor’s other principles. The same companies were incorporating dialogic loop features more frequently than those

classified under usefulness of information or generation of return users. While dialogic loop features were present, they were used at a very low rate. Only 30 percent attempted to stimulate dialogue by asking unprompted questions. Similar to other research on social media usage, the overall findings showed that companies are not using Twitter to its full dialogic potential.

Another study (Baumgarten, 2011) examined how nonprofit organizations use Twitter to foster dialogic communications. Research found that the majority of nonprofit tweets used some dialogic strategies, and that two principles were employed most frequently: the dialogic loop and conservation of visitors. Similar to Rybalko and Seltzer's findings, the rate of inclusion of dialogic features was relatively low. For example, only 21.6 percent of all tweets included features important to closing the dialogic loop.

Finally, Waters *et al.* (2011) examined how 80 university health centers used dialogic strategies on Facebook profiles. Again, the research found that while universities are taking steps to incorporate dialogic strategies, they are definitely not taking advantage of the full potential of Facebook. Profiles performed better in providing useful information and conserving visitors and were weak in the area of generating return users.

Waters concluded his research by saying, "The 'If you build it, they will come,' approach that these organizations have taken does not encourage visitors to develop an ongoing relationship online" (p. 222). This statement sums up the findings from much of the existing literature reviewed for this study. Based on this literature review, the following research questions are asked:

Research Question 1 (RQ1): How are Minnesota foundations using Twitter and Facebook to connect with key publics?

Research Question 2 (RQ2): To what extent do philanthropic organizations employ Kent and Taylor's (1998) dialogic strategies on their Twitter and Facebook pages?

Research Question 3 (RQ3): How can Minnesota foundations improve their use of social media to build relationships with key publics?

METHOD: PART I

One-on-One Interviews

To answer RQ1, in-depth interviews were conducted with communication professionals at five foundations in Minnesota. The purpose of the interview process was to investigate why foundations are using social media and define the organizational goals, objectives, and audience for social media. The interviews also explored the successes and challenges encountered when using social media.

To create a sample, the researcher first reviewed the Minnesota Council on Foundations' 2010 listing of the largest foundations and corporate grantmakers based in Minnesota by grants paid (Appendix 1). Of the top 50 grantmakers in Minnesota, nine foundations actively used Twitter and nine foundations actively used Facebook. Accounts were considered active if they had tweeted and posted content on Facebook within the past 30 days. Corporate grantmakers were only considered if they had a distinct social media presence independent from the corporation's social media presence.

For this research, all seven organizations that were found to actively use both Twitter and Facebook were contacted. Five of the seven organizations responded to the request. The resulting

philanthropic organizations analyzed in this study include three private foundations: Bush Foundation, The McKnight Foundation, and Northwest Area Foundation; and two community foundations: Minneapolis Foundation and Minnesota Philanthropy Partners (representing The Saint Paul Foundation, Minnesota Community Foundation, F. R. Bigelow Foundation, Mardag Foundation and more than 1,600 affiliates across Minnesota.)

Interviews were requested with the communications director of each organization via email and telephone during March 2012. In all cases, the person responsible for the foundation's social media presence was interviewed. The interviews took place in April, either in-person or by phone. Interview questions and summaries are included in Appendix 2 and 3, respectively.

RESULTS: PART I

Participants cited two primary reasons for using social networking sites: to **build relationships** with community partners such as nonprofits, other funders, and in some cases donors; and to use their expertise to **share knowledge** about the issues they work on. While the communication goals for each organization differed slightly, they all emphasized the desire to connect social media communications to high-level organizational goals and strategies. One interviewee stated, "Every communication vehicle used needs to ladder up to one of our three strategic priorities. Social media is simply a tool in our toolbox."

Additional benefits of social media to these organizations included audience-base development, interaction, increased speed of communications, increased transparency, and the opportunity to communicate casually or informally.

More than half of the foundations interviewed mentioned the following as key audiences for social media: funding partners, field and community leaders, nonprofits and grantees, and the media. Donors were a specific but important audience for the two community foundations.

When asked to identify the key audiences for social media, all but one foundation recognized that the audience reached through Twitter and Facebook is very broad and somewhat unknown. While each organization listed specific audiences they wished to target, they emphasized the fact that they were interested in reaching new audiences through social networking sites — anyone who was interested in the content they were sharing. Some foundations offered tips on how to narrow or broaden the appeal of messages. For instance, one organization said, “We try to navigate this by cc’ing or tagging specific people or organizations in the posts.” Another organization commented, “We try to broaden the appeal of our messages for use on Twitter and Facebook.”

In all cases, one staff person from the communications department was responsible for the majority of the organization’s social networking strategies. This individual had many responsibilities beyond maintaining the organization’s social media presence. Because of this, time was often cited as a barrier to increased involvement and engagement in social media.

With the exception of one foundation, staff involvement in social media was acceptable and defined by a social media policy. However, each foundation varied in its degree of engaging employees to become active on social networking sites. For example, two foundations expressed that individual staff participation was supported but there was very little involvement. Two

foundations provided educational opportunities (mini trainings and brown bag lunches) for staff to learn more about social media. One foundation was also using Yammer as an internal social networking site to increase familiarity with social networking.

Two of the five foundations were seeing significant success among their public initiatives. For example, one foundation was deeply involved in the Minnesota Helps Campaign after the north Minneapolis tornado. During the campaign, more questions were asked via social media than telephone. Another foundation attributed two major press articles covering a public initiative to the “conversations that were happening on social media.”

Twitter was considered a “better fit for foundations” than Facebook to engage with key audiences. Of those interviewed, three foundations mentioned that they were seeing more interaction on Twitter in the form of retweets, mentions, and direct messages compared to Facebook.

All organizations said that engagement or interaction was a challenge. One interviewee said, “We would like to throw out more questions but in the past when we’ve tried this, we’ve gotten very little engagement with the exception of a few likes on Facebook.” Another organization provided a valuable insight, “All of the content is developed with intent to engage, but the reality is that the audience-base isn’t large enough to really see true, meaningful conversations.”

All of the foundations interviewed measured or tracked social media in some form or another. Some foundations put together quarterly board updates, while others maintained a dashboard for

internal reflection only. The most common measurements of success were increased traffic to the website and increased reach (# of followers; # of likes). Foundations used a variety of analytics to compile these reports, including Google Analytics and Facebook Insights. Less commonly mentioned analytic tools included: Tweet Reach, Klout Scores, and Bit-ly statistics. Only two of the five foundations stated using a paid service for monitoring and measuring social media, these included Radian 6 and Vocus.

METHOD: PART II

Content Analysis

To answer RQ2 and further explore how philanthropic organizations use Twitter and Facebook, a content analysis of their tweets and Facebook posts was conducted. Tweets and posts were catalogued for the same organizations (n=5) for two randomly selected weeks in March: March 4-10, 2012 and March 18-24, 2012. Additionally, screenshots were taken of each organization's Facebook and Twitter profiles on April 30, 2012 so that a content analysis of the profiles could be performed by multiple coders at different moments in time. Thus, three units of analysis were used; all content is included in Appendix 4:

- 1) Twitter and Facebook profiles (n=10);
- 2) Tweets (n=41); and
- 3) Facebook posts (n=33).

Two coding questionnaires based on Kent and Taylor's (1998) dialogic principles were modified for application to this study. Coding questionnaires were requested from and shared by researchers Svetlana Rybalko and Trent Seltzer who conducted a content analysis of Fortune 500

companies' Twitter profiles and tweets in 2010. One questionnaire was used to analyze the content of the five organization's Twitter and Facebook profiles (Appendix 5a). Eight features categorized into three dialogic principles (usefulness of information, generation of return visitors, and conservation of visitors) were coded as either (1) yes/present or (0) no/absent. Coders were asked to evaluate only the content on the screenshots of each profile. While features might have been present on other sections of the site such as the organization's Facebook "about us" page, this content was not analyzed because it was considered to be too removed from the main profile page. A second coding questionnaire was used to analyze the content of tweets and posts during the study period (Appendix 5b). Nine features categorized into four dialogic principles (dialogic loop, usefulness of information, conservation of visitors, and generation of return users) were coded as either (1) yes/present or (0) no/absent. In addition, coders were asked to classify the target audience and type of information being disseminated. These questions were not related to Kent and Taylor's dialogic principles but were of significant interest to the researchers. A summary of the dialogic principles and coding questions is shown in Table 2.

Importantly, all five principles defined by Kent and Taylor were not referenced in each questionnaire. Coding of features representing Kent and Taylor's first principle, the dialogic loop, were found to be applicable only to the actual tweets and posts, which had great potential to encourage conversation. Profiles, on the other hand, were not seen by the researchers to have the same potential. Additionally, Kent and Taylor's third principle, the ease of the interface, was excluded from the coding questionnaire altogether because it was not considered relevant to this research. Unlike website design, which can be significantly customized to improve ease of use,

DIALOGIC LOOP
<p>Tweets and Facebook Posts</p> <ul style="list-style-type: none"> Does the tweet/post attempt to stimulate dialogue, engage the audience in the dialogue? Does the tweet/post include a call to action? Is the tweet/post a direct response to another's question or discussion? Does the tweet/post specifically mention another individual or organization? Did the tweet/post generate engagement?
USEFULNESS OF INFORMATION
<p>Profiles</p> <ul style="list-style-type: none"> Does the profile page have the name of the organization? Does the profile page have the organization's mission, tagline, or other description? Does the profile page have the organization's logo? Does the profile page have information about who is tweeting or posting? <p>Tweets and Facebook Posts</p> <ul style="list-style-type: none"> Does the tweet/post contain a web link?
CONSERVATION OF VISITORS
<p>Profiles</p> <ul style="list-style-type: none"> Does the profile page have a link to the organization's website? Does the profile page have a link to any of the organization's other social networking sites? Does the profile page provide additional ways to reach the organization? <p>Tweets and Facebook Posts</p> <ul style="list-style-type: none"> Does the link go to the organization's website or other social media accounts?
GENERATION OF RETURN VISITORS
<p>Profiles</p> <ul style="list-style-type: none"> Does the profile page have an explicit statement inviting users to return to page in the future? <p>Tweets and Facebook Posts</p> <ul style="list-style-type: none"> Does the tweet/post include an outright appeal to follow the feed? Does the tweet contain a hashtag? (Only applicable to tweets.)
OTHER
<p>Tweets and Facebook Posts</p> <ul style="list-style-type: none"> Who is the target audience of the post? How would you classify the type of information being disseminated?

Table 2: Summary of Dialogic Principles and Coding Questions

Facebook and Twitter have pre-determined interfaces that can be modified only slightly. For this reason, the decision was made to remove coding questions related to this principle, since the design of the organization's social networking sites had similar features.

The content was analyzed by two individuals, including the author. While both coders are employees of The McKnight Foundation, the second works in human resources and is detached from the Foundation's social media activities. Of the 852 times an analysis was made, the two coders were in agreement 792 times, resulting in a high overall percent agreement of 92.9 percent. A third individual (not an employee of McKnight) was asked to resolve all coding discrepancies between the two primary coders.

The total number of followers and page likes was documented, as well as overall activity data (Tables 3 and 4) to help provide more information on philanthropic organizations' Twitter and Facebook usage.

RESULTS: PART II

Weekly Twitter Activity

The five foundations have been tweeting from 1-3 years and range in popularity from a few-hundred followers to more than 2,000 followers (Table 3). Each foundation follows anywhere from 46 to 857 individuals or organizations on Twitter and in all cases, less than the number of followers they have.

Over the course of the research, 41 tweets were analyzed. There was significant variance in the frequency of tweets among the foundations. The foundations tweeted an average of 5.2 tweets during the first week and 3 tweets during the second week, but the actual number of tweets ranged from one to nine depending on the organization. In addition to tweeting original content, the five foundations also directly retweeted 17 messages tweeted by other individuals or organizations. For the purpose of this study, the content of these retweets was not analyzed because the researcher was more interested in analyzing original content.

	April 30, 2012		March 4-11, 2012		March 18-24, 2012	
	Followers	Following	Tweets	Retweets	Tweets	Retweets
@BushFoundation	715	124	2	0	1	0
@McknightFdn	2,270	611	5	4	6	0
@NWAfound	385	46	4	1	4	4
@mplsfoundation	666	272	9	2	3	2
@mnpartnerstweet	1,831	857	6	3	1	1
			26	10	15	7

Table 3: Weekly Twitter activity by organization

Weekly Facebook Activity

With the exception of the Northwest Area Foundation joining in March 2010, all of the foundations joined Facebook during 2011. The foundations have attracted various levels of interest ranging from 212 to 566 page likes (Table 4).

	April 30, 2012	March 4-11, 2012				March 18-24, 2012			
	Page Likes	Posts	Likes	Comm-ents	Shares	Posts	Likes	Comm-ents	Shares
Bush	457	3	2	0	2	1	0	0	0
McKnight	566	3	4	0	2	2	0	0	0
Northwest Area	212	4	0	0	0	6	0	0	0
Minneapolis	239	2	0	0	0	1	0	0	0
MN Partners	228	7	2	0	0	4	0	0	2
		19	8	0	4	14	0	0	2

Table 4: Weekly Facebook activity by organization

During the research period, a total of 33 Facebook posts were analyzed. The frequency of posts also varied considerably for each foundation. Activity ranged from one post to seven posts per week, with the foundations posting an average of 3.8 times during the first week, and 2.8 times during the second week. Of the 33 total posts, 10 experienced some form of interaction. Users can interact with a post by liking, commenting on, or sharing the post. The most common form of interaction was liking, followed by sharing. None of the content posted on Facebook by these organizations during the weeks analyzed elicited discussion.

Occurrence of Dialogic Features

All of the content analyzed in this study exhibited some features of dialogic communication, but overall inclusion was low. Tweets were slightly more dialogic than Facebook posts. Out of nine possible dialogic features, tweets used an average of 3.2 compared to only 2 for Facebook posts (Appendix 6). Out of eight possible dialogic features for profiles, Twitter profiles used an average of 4 dialogic features compared to 3.4 on Facebook profiles.

Table 5 summarizes the occurrence of dialogic features within each principle for Twitter and Facebook. While some individual features are more prominent than others, there is a relatively low occurrence of features when looking at the dialogic principles as a whole. There is one exception — those features classified as useful information. This can be attributed to an overall high occurrence of web links within the tweets and posts, as well as the inclusion of useful profile information such as the name of the organization, mission statement, and logo.

Kent and Taylor (2001) stressed the importance of the dialogic loop in promoting interaction. Even with all other dialogic categories present, a website (in this case, *content*) “cannot be fully dialogic if it does not offer and follow through on two-way communication” (p. 271). Features within Kent and Taylor’s first principle were used infrequently by foundations on both Twitter and Facebook and there is much room for improvement. However, the content analysis did reveal that foundations were twice as likely to incorporate these types of features on Twitter than on Facebook. Specifically, Foundations were more likely to mention other followers in tweets compared to tagging friends in Facebook posts. Nearly half of all tweets “mentioned” other individuals or organizations as a way to encourage interaction, while only one Facebook post “tagged” someone to draw attention to the post. Tweets were also more likely to generate engagement — just over half of all tweets analyzed were retweeted at least once while only 30 percent of all Facebook posts resulted in likes, comments, or shares.

It was fairly common for foundations to use Twitter and Facebook to distribute messages that included a call to action. Almost 40 percent of tweets and posts incorporated this feature. These messages specifically asked the audience to share, retweet, vote, watch, or read the content. Foundations were much less likely to include in tweets and posts messaging that attempted to stimulate dialogue. Only 7.3 percent of all tweets and 6 percent of all posts specifically asked the audience a question, for feedback, or to share ideas.

A cross section of tweets and Facebook posts that generated engagement ($Q5 = 1$) was analyzed to see if any additional trends would emerge. Interestingly, the messages that resulted in retweets, likes, shares, and comments did not use significantly more or less dialogic strategies.

	Twitter (n=41)			Facebook (n=33)		
Dialogic Principle	Freq	n	%	Freq	n	%
Dialogic Loop						
Stimulate dialogue	3	41	7.3	2	33	6
Call to action	16	41	39	13	33	39.3
Direct response	5	41	12.2	0	33	0
Mention / tag others	19	41	46.3	1	33	3
Generate engagement	21	41	51.2	10	33	30
	64	205	31.2	26	165	15.8

Usefulness of Information						
Profile: Name of organization	5	5	100	5	5	100
Profile: Mission	5	5	100	4	5	80
Profile: Logo	5	5	100	5	5	100
Profile: Identifies administrator	0	5	0	0	5	0
Web link	35	41	85.4	30	33	90.9
	50	61	82	44	53	83

Conservation of Visitors						
Profile: Links to org website	5	5	20	1	5	100
Profile: Links to org SNS	0	5	0	0	5	0
Profile: Additional contact info	0	5	40	2	5	0
Links to org website / SNS	14	35	40	9	30	30
	19	50	38	12	45	26.7

Generation of Return Visitors						
Profile: Invites user to return	0	5	0	0	5	0
Outright appeal to follow feed	0	41	0	0	33	0
Hashtag (tweets only)	17	41	41.5	-	-	-
	17	87	19.5	0	38	0

Table 5: Occurrence of dialogic features

Tweets and posts that resulted in engagement used an average of 3.7 and 2.9 strategies compared to 3.2 and 2.0 strategies for those that did not. Further, there were no significant findings that showed the presence of one particular strategy over another for tweets and posts that saw engagement on some level. For example, the research did not find an increase in engagement

with increased use of specific strategies such as inclusion of “call to action” messages or those that stimulated dialogue.

Audience

Coders were asked to identify the target audience of each tweet and post, choosing from a list of potential audiences that included: the general audience, nonprofits and grantees, funding partners, media, field and community leaders, donors, specific users, and other. Consistent with findings from expert interviews, content disseminated through Twitter and Facebook appealed to a very broad, undefined audience. Just over 80 percent of all tweets and posts were aimed at a general audience, while the remaining 20 percent of tweets were targeting field and community leaders (see Figure 1).

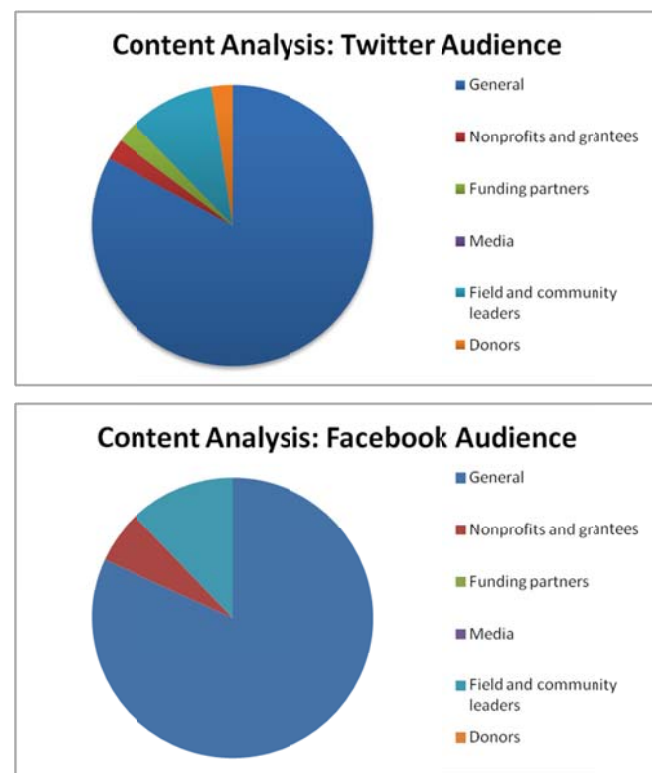


Figure 1

Information Dissemination

Coders were also asked to classify the type of information being disseminated from a group of nine categories (Figure 2). Twitter and Facebook were used primarily to distribute general information about the organization or field-specific information. These two categories made up the content of nearly 80 percent of all tweets and just over half of all Facebook posts.

Additionally, foundations were twice as likely to share information about grantees on Facebook

compared to Twitter. These findings align with the coded target audience. Again, the findings show that foundations appear to be using Twitter and Facebook for broad appeal, with very minimal targeting of audiences or messages.

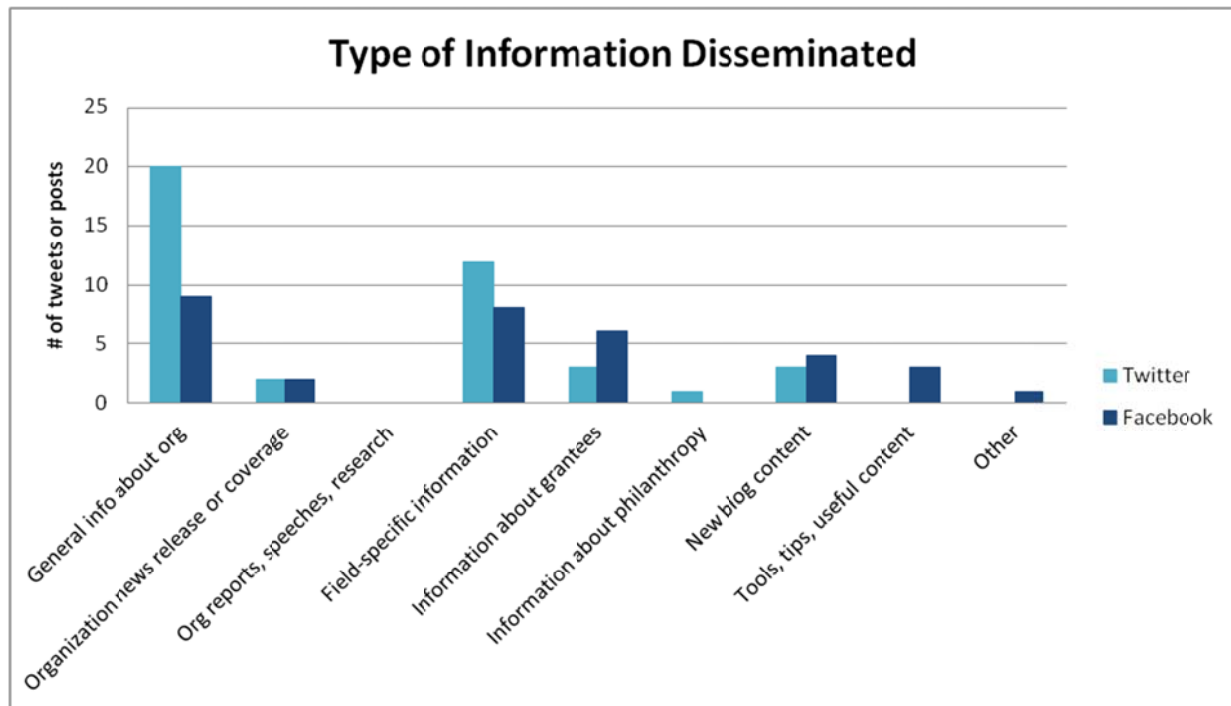


Figure 2

METHODS: PART III

Online Survey

To answer RQ3, an online survey (n=112) was distributed to determine the behavior and preferences of those individuals and organizations connected with foundations on Twitter and Facebook. For this research, a convenience sample of 2,429 Twitter followers and 597 Facebook friends of The McKnight Foundation's social networking accounts was used. Since The McKnight Foundation is the second largest grantmaker in Minnesota, its social media audience

was assumed to be representative of those individuals and organizations interested in connecting with other Minnesota foundations.

The survey was promoted through The McKnight Foundation's Twitter and Facebook accounts over a two week period, from June 1-15, 2012. During the two week collection period, The McKnight Foundation tweeted a link to the survey approximately two times per day, and posted a request on Facebook once daily. While not explicitly requested, McKnight's messages were retweeted seven times and shared via Facebook three times over the two week period. Therefore, this research used a combined sampling method, including both a convenience and snowball sample.

A total of 112 completed survey responses were collected — 53 responses were collected from a link on Twitter and 59 responses were collected from a link on Facebook (Appendix 7).

RESULTS: PART III

The sample consisted of approximately 60 percent females (59.4%) and 40 percent males (40.6%). Nearly nine in ten (86.5%) respondents were from Minnesota, with the remaining 15 percent living in regions outside of Minnesota. None of the respondents reported being from outside of the United States. The sample group tended to be a younger demographic, with nearly 75 percent under the age of 44. Half of the sample were Gen X (age 33-44), 32 percent were Millennials (age 18-32), 15 percent were younger Baby Boomers (age 45-54), and 7 percent were older Boomers (age 55-63). Only one individual was over the age of 63.

100 percent of the sample had logged on to a social networking site in the past month. This was expected due to the nature of the sampling method. The survey was intentionally distributed through Facebook and Twitter to find a sample that consisted of users of social networking sites. Of those surveyed, 100 percent had specifically logged on to Facebook and 82 percent had logged on to Twitter in the past month. While the survey was primarily distributed through The McKnight Foundation’s social media channels (Twitter and Facebook), the survey was retweeted and shared by several individuals. This broadened the sample only slightly — of those surveyed all but 8 percent following or liked McKnight, and all but 4 percent followed or liked any foundation.

The sample was made up of individuals who were relatively comfortable with social media. 95 percent of the sample reported having intermediate skills or above in social media. In fact, nearly 50 percent of those surveyed felt they were advanced users (49%) or even experts (17%).

Not surprisingly, those surveyed were using social media for both personal and professional purposes. Three-quarters of the Facebook users maintained or contributed to an organization’s Facebook account. While there was some variability in the type of organization, the majority of

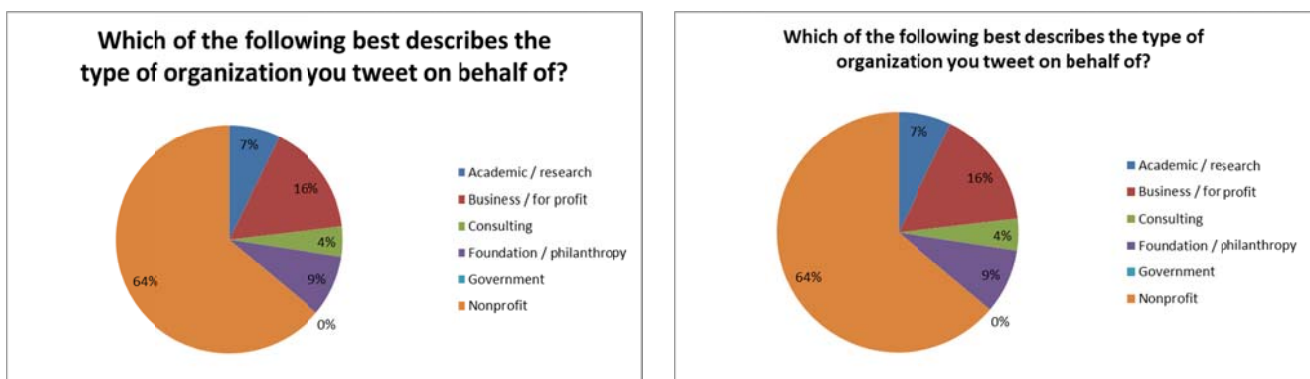


Figure 3

respondents (67.1%) were posting on behalf of nonprofit organizations. 15 percent were posting on behalf of for-profit businesses. An even greater number of Twitter users tweeted for professional purposes on some level (87%). These individuals either used a personal account to tweet for both personal and professional purposes (27.4%), maintained or contributed to an organization's Twitter account (14.3%), or both (45.2%). Similar to Facebook, the majority (63.8%) of respondents were tweeting on behalf of nonprofit organizations, followed by 16 percent for-profit businesses. See figure 3 for details.

Key Survey Findings

Facebook use trends towards personal while Twitter use trends towards professional.

Figure 4 shows the breakdown of reasons why individuals use Facebook and Twitter. While both Facebook and Twitter are used for a variety of reasons, Facebook is more predominately used to stay in touch with friends and family. Twitter users, on the other hand, tend to use the platform less for socializing and more for learning and networking with professionals and organizations who share their interests. For example, 65 percent of Twitter users compared to only 30 percent

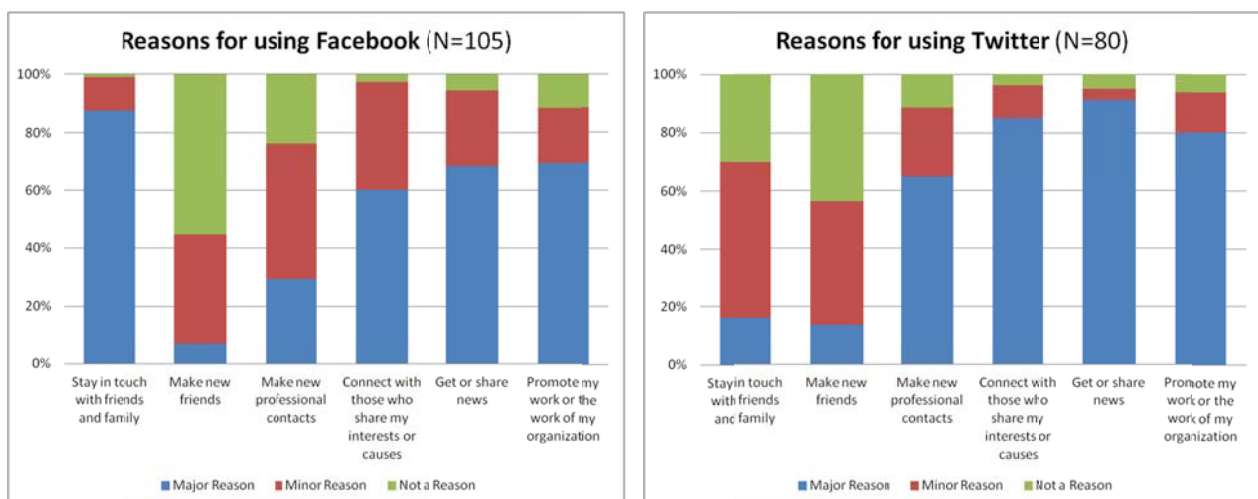


Figure 4

of Facebook users cited “making new professional contacts” as a major reason for use. Similarly, 85 percent of Twitter users compared to 60 percent of Facebook users cited “connecting with people or organizations who share your interests and/or causes” as a major reason for use. While both Facebook and Twitter are used for obtaining and sharing news, a significantly higher percentage of Twitter users (91%) view it as a major reason for use compared to Facebook users (69%).

When it comes to Facebook and Twitter, most audiences are equally valued. Figure 5 shows

the average importance of connecting with each public on Facebook and Twitter. With the exception of friends and family, which is evidently more important for Facebook, there is very little distinction between the other six categories of potential audiences.

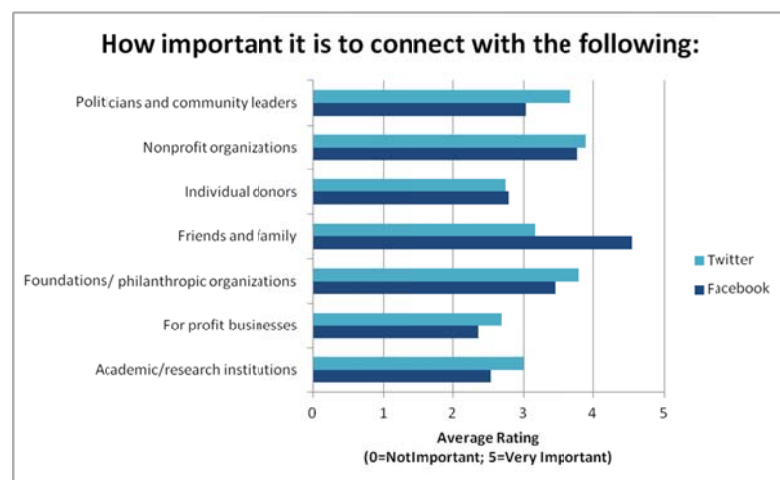


Figure 5

The absence of any significant trends shows that both Facebook and Twitter are currently being used to reach a very general audience.

Social media is used more as a listening and monitoring tool. Interestingly, respondents spent just over 50 percent of their time on social media listening to or monitoring what others were saying. Less time was spent distributing or sharing information (31%) and commenting on content (17%). This directly correlates with the findings from the content analysis in which there

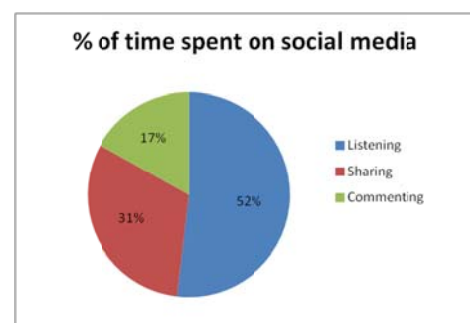


Figure 6

was very little commenting on posts or direct responses to tweets.

Social media is regarded as a tool for improving relationships. Nearly 60 percent of those surveyed expressed an improvement in their relationships with the people or organizations they follow or like on social media. These findings reveal that people are generally optimistic about the potential social media has to improve relationships. This is a significant finding for foundations, which have an expressed goal to use social media to build relationships.

There is moderate interest in all types of information shared by foundations. The interest

levels for each type of information commonly distributed varies only slightly. Overall, the majority of respondents rated each category of information above neutral — that is, there was some interest in each. More variance might have been seen had the options been more specific, particularly in fields of interest such as the arts, environment, or education. While this is interesting information, it should be further explored.

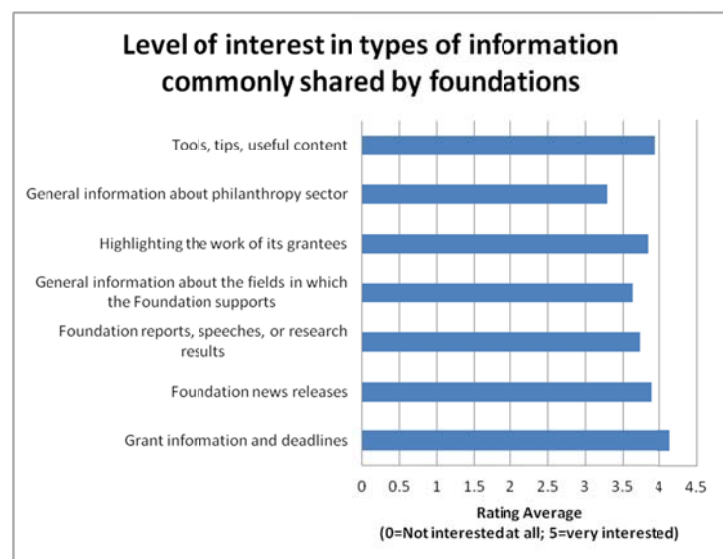


Figure 7

STUDY LIMITATIONS AND FUTURE RESEARCH

This study has identified some potential weaknesses in Kent and Taylor’s dialogic strategies. Based on these findings, there is not a strong agreement between the tested dialogic strategies and actual engagement. Other factors may be at work here, such as the relative newness of the organization’s social networking sites and the limited reach they currently have. It is also quite

possible that the current audience is more interested in listening than interacting, as was realized in the survey results.

An additional limitation of this study was the use of two employees of The McKnight Foundation for coding. Because the author maintains The McKnight Foundation's social media presence, she had a deeper understanding of McKnight's messaging compared to that of the other foundations analyzed. In an attempt to reduce bias, a second and third coder were involved in the research. While the second coder was also an employee of The McKnight Foundation, she was not involved in McKnight communications. The third coder worked outside of the philanthropy sector and was therefore less likely to be biased.

Future research should evaluate more content from a larger sample of foundations. Expanding the research to a national sample of foundations would provide a greater variety of content to analyze. Future research would also benefit from looking exclusively at one type of grantmaker — community foundations, private foundations, or corporate foundations. Foundations within each of these categories share unique goals, strategies, and audiences. A study of this nature might provide additional insights that are more specific to each class of foundations.

CONCLUSION

The first research question asked how Minnesota foundations are using Twitter and Facebook to connect with key publics. This analysis shows that only a small segment of Minnesota foundations are actually using Twitter and Facebook as tools to connect with key publics, and no single organization feels that they have mastered the interaction element of social media. In

addition, overall use has, to date, been very general. That is, these platforms are being predominately used to reach a broad audience with general messaging about the organization and the fields in which it works. While most of the foundations interviewed expressed an interest in reaching new audiences through social media, they also emphasized a desire to align social media use with organizational goals and strategies. This might be achieved through a more narrowly focused Twitter feed or Facebook page, specific to each funding area or campaign. Further research should explore the efficacy of disseminating targeted messages to a more specific audience on Facebook and Twitter. Would a targeted approach result in increased engagement?

RQ2 was interested in exploring how philanthropic organizations were using Kent and Taylor's dialogic strategies on social networking sites. While foundations express an interest in engaging in dialogue with key audiences on Twitter and Facebook, the content analysis reveals that only a handful of dialogic strategies are being incorporated into social media content. Foundations both lack an overall understanding of the strategies required for engagement and the required time and resources to experiment with various techniques.

The final research question asked how Minnesota foundations can improve their use of social media to better meet the needs of key publics. Social media has the potential to add significant value to foundation communications. However, the results of this research indicate that foundations need to take a more strategic approach. Social media presents a great opportunity for foundations to share the knowledge generated by its grantees, thus strengthening the impact of the foundation's mission and program-specific goals and strategies. This research recommends

building out a strategic plan for specific audiences based on this key opportunity. Measurable goals, objectives, strategies, and tactics should be established for each target audience, as well as ways to evaluate the effectiveness of the defined goals and objectives. The findings from this research should inform the plan, and it is likely that additional foundation-specific research will be needed.

A strategic planning process will help foundations move away from the existing “mass communications” model to a more targeted and strategic approach. A clear plan will maximize the efficacy of social networking sites for foundations, and also enhance the user-experience which has the potential to result in increased dialogue and interaction.

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Appendix 1: Active Facebook and Twitter Accounts for Top 50 Minnesota Grantmakers by Grants Paid, 2010

(Source: Minnesota Council on Foundations, November 2011)

Rank	Name		
1	Target Foundation & Corporation		
2	The McKnight Foundation	X	X
3	General Mills Foundation & Corporation	X	X
4	Greater Twin Cities United Way	X	X
5	Cargill & The Cargill Foundation		
6	The Saint Paul Foundation and Minnesota Community Foundation	X	X
7	UnitedHealth Group & United Health Foundation		
8	Medtronic Foundation & Corporation		
9	The Minneapolis Foundation	X	X
10	Shakopee Mdewakanton Sioux Community		
11	3M Foundation & Corporation		
12	Otto Bremer Foundation		
13	Fred C. and Katherine B. Andersen Foundation		
14	Bush Foundation	X	X
15	U.S. Bancorp Foundation		
16	Best Buy Children's Foundation & Corporation		
17	L. and N. Andreas Foundation		
18	Travelers Companies, Inc. and Travelers Foundation		
19	Carl and Eloise Pohlad Family Foundation		
20	Blandin Foundation		X
21	Thrivent Financial for Lutherans Foundation & Corporation		
22	GHR Foundation		
23	Lutheran Community Foundation	X	
24	Richard M. Schulze Family Foundation		
25	Wells Fargo Foundation Minnesota & Wells Fargo Bank Minnesota		
26	St. Jude Medical Inc. & Foundation		
27	Xcel Energy Foundation & Corporate Citizenship		
28	The Mosaic Company		
29	Margaret A. Cargill Foundation		
30	Northwest Area Foundation	X	X
31	The Jay and Rose Phillips Family Foundation		
32	WEM Foundation		
33	Robina Foundation		
34	Catholic Community Foundation in the Archdiocese of Saint Paul and Minneapolis		
35	The Hormel Foundation		
36	Ameriprise Financial, Inc.		
37	Healthier Minnesota Community Clinic Fund		

38	Carlson Family Foundation		
39	F.R. Bigelow Foundation (part of MN Philanthropy Partners)	X	X
40	The Pentair Foundation		
41	Ecolab Foundation & Corporation		
42	Central Minnesota Community Foundation		
43	Alliss Educational Foundation		
44	Huss Foundation		
45	The Dorsey & Whitney Foundation		
46	Andreas Foundation		
47	Mayo Clinic		
48	Hardenbergh Foundation		
49	Jerome Foundation		
50	I. A. O'Shaughnessy Foundation, Incorporated		

Appendix 2: Expert Interview Questions

1. GOALS & AUDIENCE

- A. What are you trying to accomplish with social media? (*examples: communicating messages, knowledge sharing and reporting, connecting people, improving service delivery, fundraising, transparency*)
- B. Do your efforts tie back to broader organizational or communication goals?
- C. Who are the key audiences you are trying to reach via social media? Do the audiences differ between Facebook and Twitter?
- D. Specifically, what types of content do you try to share on Facebook and Twitter?

2. HOW IT GETS DONE

- A. How long have you been using Facebook and Twitter?
- B. Who at the Foundation is in charge of your social media presence? One person, many, etc.
- C. What voice is the Foundation using for social media? An organizational voice? The voice of the CEO, program people, etc.
- D. To what extent is program staff encouraged to participate in social media? Is it on an individual basis or for the organization?
- E. At what frequency do you try to post content on Facebook and Twitter?
- F. What other social media platforms is your organization currently using?

3. MEASUREMENT & EVALUATION

- A. What's been working with social media?
- B. What's been most challenging? Have you run into any issues?
- C. How do you measure success? What measurement tools are you using and what key measurement analytics are you interested in?
- D. Has your organization conducted any research to understand more thoroughly what's working, what's not, what your audience needs or wants?

Appendix 3: Expert Interview Responses

Expert Interview #1

The McKnight Foundation

Shannon Eisentrager, Communications Associate

In person beginning at 9:00 a.m. on April 13, 2012

GOALS & AUDIENCE

- 1. What are you trying to accomplish with social media? (examples: communicating messages, knowledge sharing and reporting, connecting people, improving service delivery, fundraising, transparency)**

Overall, we're really trying to improve external understanding of McKnight's program goals and strategies, our philanthropic approach, grantmaking processes, field-specific knowledge, and impacts resulting from program strategies.

- 2. Do your efforts tie back to broader organizational or communication goals?**

Yes, our social media goals are tied to the goals of Foundation communications which are detailed in our communications plan. These include: transparency, clarity, program progress, brand, and engagement

- 3. Who are the key audiences you are trying to reach via social media? Do the audiences differ between Facebook and Twitter?**

They are really the same audiences we try to reach with other communication tools: Grantees/nonprofit organizations, the media, other funders, and community partners.

- 4. Specifically, what types of content do you try to share on Facebook and Twitter?**

Same as content discussed in question 1

HOW IT GETS DONE

- 5. How long have you been using Facebook and Twitter?**

Twitter - April 2010

Facebook - April 2011

- 6. Who at the Foundation is in charge of your social media presence? One person, many, etc.**

Shannon Eisentrager, Communications Associate

- 7. What voice is the Foundation using for social media? An organizational voice? The voice of the CEO, program people, etc.**

It's definitely an organizational voice. We try to use social media as a tool to be more informal with our audience, but we still strive to be credible and strong leaders in the community.

- 8. To what extent is program staff encouraged to participate in social media? Is it on an individual basis or for the organization?**

We are currently in the process of establishing a social media policy. Staff are currently allowed, but not necessarily encouraged to participate or provided assistance on Twitter or Facebook. Last year we asked that staff not "like" or comment on individual posts, but we are now opening up to the benefits of having employee engagement. I think in the next year we will move towards this model, encouraging participation on an individual basis.

Our staff is encouraged to send along content for social media, and do so on a pretty regular basis.

9. At what frequency do you try to post content on Facebook and Twitter?

As much as possible and as time permits.

10. What other social media platforms is your organization currently using?

We have a Vimeo and You Tube account that we use occasionally.

MEASUREMENT & EVALUATION

1. What's been working with social media?

We've been steadily increasing reach (# of followers; # of likes) on both platforms since we started these. On Twitter, I have seen a definite increase in mentions and retweets.

We find that the arts community is very involved on social media. For posts related to our arts program, there seems to be more traction. There is also more interest in McKnight-related news such as press releases and employment opportunities.

2. What's been most challenging? Have you run into any issues?

It's been challenging to get at the engagement piece of social media, specifically on Facebook. We get a few likes here and there, but overall commenting and interaction on either platform isn't happening. We need to do a better job of finding out what our audience wants/needs and then experiment a bit with messaging.

Time is also a challenge. There are so many things I'd like to do that might improve our engagement, but it's hard to find time to build in these improvements. It's challenging just to keep up with an acceptable amount of involvement on Twitter and Facebook.

We also have regular conversations about the pros and cons of having separate program-specific accounts. This would narrow the audience and also allow program staff to become more engaged.

3. How do you measure success? What measurement tools are you using and what key measurement analytics are you interested in?

We have a monthly dashboard that we put together for internal use. This hasn't been shared with our board, but we are planning to do an annual update with our board. We pay for a Vocus account, but use a variety of tools to put together the dashboard.

4. Has your organization conducted any research to understand more thoroughly what's working, what's not, what your audience needs or wants?

No

Expert Interview #2

Northwest Area Foundation

Susan Buckles, Public Relations Specialist

By phone beginning at 8:00 a.m. on April 16, 2012

GOALS & AUDIENCE

11. What are you trying to accomplish with social media? (examples: communicating messages, knowledge sharing and reporting, connecting people, improving service delivery, fundraising, transparency)

With Twitter, we're looking to share news that people will share with others (grants, latest in philanthropy, grantees). With Facebook, there is more of a focus on engagement and allowing the audience to see a more personal side to the foundation.

The main things we're trying to accomplish with social media include:

- Drive traffic to website
- Build relationships with funding partners, other nonprofits, grantees, etc.
- Increase engagement
- Spread Foundation's information through other people's networks (reputation building)

12. Do your efforts tie back to broader organizational or communication goals?

Generally, our communications tie back to the organization's mission or advance the high-level communication goals of (1) rebuilding the foundation's reputation and (2) building the capacity of other organizations that are working with us.

13. Who are the key audiences you are trying to reach via social media? Do the audiences differ between Facebook and Twitter?

- Funding Partners
- Nonprofits
- Grantees
- Media

14. Specifically, what types of content do you try to share on Facebook and Twitter?

- News releases
- Reports
- New web stories
- Grantees in the news
- Social media tips and tools
- Other resources that our audience might find interesting

HOW IT GETS DONE

15. How long have you been using Facebook and Twitter?

2 ½ to 3 years, we started with Twitter and then developed Facebook.

16. Who at the Foundation is in charge of your social media presence? One person, many, etc.

I do most of it, but it is open to the others in our communications department as well.

17. What voice is the Foundation using for social media? An organizational voice? The voice of the CEO, program people, etc.

Generally it's from the perspective of the foundation.

18. To what extent is program staff encouraged to participate in social media? Is it on an individual basis or for the organization?

We just recently completed two mini trainings with our staff to get them more familiar with social media. A lot of our staff is unsure, especially of the boundary between personal and professional life. We want them to understand that if they do become involved in social media, it's certainly their own choice. And if they do become involved we want them to understand that people will associate them with the foundation even if they are using it personally, not professionally. It's very important that they clarify that the opinions they express are their own and not those of the foundation.

19. At what frequency do you try to post content on Facebook and Twitter?

We don't really look at it in terms of frequency. We look at it more in terms of when do we have information and content that our audience is going to be interested in? That might be daily, weekly, or monthly.

20. What other social media platforms is your organization currently using?

We are currently exploring more ways to incorporate video. We also have a Linked In profile / group that we're hoping might help our HR Department in recruitment.

MEASUREMENT & EVALUATION

5. What's been working with social media?

With Twitter especially, we're finding it is allowing us to reach new audiences and penetrate key stakeholders in a more targeted way. We can see when there is an increase in website traffic due to a posting on Twitter.

6. What's been most challenging? Have you run into any issues?

The biggest challenge is getting the right messages out there to create the buzz that you want. Especially with Facebook, we would really like to increase engagement.

7. How do you measure success? What measurement tools are you using and what key measurement analytics are you interested in?

Twitter: Tweet Reach
Web Analytics
Klout Scores – how influential are the people who are retweeting

Facebook: Facebook Insights
Web Analytics

We use these tools to see what people are interested in so that we can modify the content we're sending out.

8. Has your organization conducted any research to understand more thoroughly what's working, what's not, what your audience needs or wants?

Currently NWAFF is conducting national research on the web and social media habits of 50 foundations. The research includes interviews with national funders and the development of an audience profile.

Expert Interview #3

Minnesota Philanthropy Partners

Jeff Achen, Interactive Media Strategist and Naomi Pesky, Communications Director

In person beginning at 2:30 p.m. on April 17, 2012

GOALS & AUDIENCE

21. What are you trying to accomplish with social media? (examples: communicating messages, knowledge sharing and reporting, connecting people, improving service delivery, fundraising, transparency)

Share accessible stories about nonprofits, about our work, and about philanthropy with anyone who is interested in these topics.

Engage people to be more philanthropic.

22. Do your efforts tie back to broader organizational or communication goals?

MN Partners uses social media to execute Marccomm's three strategic priorities:

- Increase engagement of current donors and fundholders
- Attract new donors, fundholders and community partners to MN Partners
- Raise public awareness of issues and programs we support in our community

Every vehicles used needs to ladder up to one of these strategies. Social media is a tool in our toolbox.

23. Who are the key audiences you are trying to reach via social media? Do the audiences differ between Facebook and Twitter?

We feel that both vehicles reach a very broad audience. We have an idea about who is following us, such as nonprofits, community leaders, and donors, but we are not trying to necessarily target any given audience with Twitter or Facebook.

At this time we're really interested in reaching new people, so we'll try to broaden the appeal of our messages for use on Twitter and Facebook.

24. Specifically, what types of content do you try to share on Facebook and Twitter?

No answer

HOW IT GETS DONE

25. How long have you been using Facebook and Twitter?

Twitter - January 2009

Facebook - August 2011

26. Who at the Foundation is in charge of your social media presence? One person, many, etc.

Jeff Achen, Interactive Media Strategist

27. What voice is the Foundation using for social media? An organizational voice? The voice of the CEO, program people, etc.

MN Partners tries to have a consistent organizational voice. A strength of social media is that it's informal and enables MN Partners to use a more fun and familiar voice than it does in traditional communications.

28. To what extent is program staff encouraged to participate in social media? Is it on an individual basis or for the organization?

All staff may use their personal social media identities to support the work of MN Partners. In fact, staff have the potential to be great ambassadors of MN Partners' work by sharing news and achievements with their social media networks.

Examples of doing this include:

- Commenting, promoting and posting content or links with their own personal social media identities on MN Partners' Facebook page
- Including mentions of @givemn and @mnpartnerstweet in their r twitter usage
- Guest blogging on philanthropic or business related blogs in the context of their work or specialty areas within MN Partners
- Sharing, commenting, embedding and linking to MN Partners' videos on YouTube

Staff may also support social media efforts by notifying Marcomm of relevant links, resources, events and announcements to post via the official MN Partners' social media accounts.

Jeff offers casual brown bag sessions with employees, to discuss anything from photography to private

In order to have a consistent voice, we have decided that one person (Jeff) should distribute messages via social media rather than allowing multiple users to do so. Staff can amplify these messages using their own voice.

29. At what frequency do you try to post content on Facebook and Twitter?

As much as possible!

30. What other social media platforms is your organization currently using?

We have started a Pinterest and Google + page but haven't done much with these platforms so far.

MEASUREMENT & EVALUATION

9. What's been working with social media?

We have a lot more success with the public initiatives: Give MN, Give to the Max Day, and Idea Open. With these programs we are genuinely engaging with the public and we can see the direct impact.

MN Idea Open contests -- for the first stage, two of the biggest articles were generated through the conversations that were happening on social media (Star Tribune and The Line).

10. What's been most challenging? Have you run into any issues?

Engagement/conversations are not yet achievable because we only have 200 "likes" on Facebook. Until we grow that audience, we cannot expect engaging conversations to occur on Facebook.

All of the content is developed with an intent to engage, but the reality is that the audience-base isn't large enough to really see true, meaningful conversations.

11. How do you measure success? What measurement tools are you using and what key measurement analytics are you interested in?

Quarterly board report tracks size and reach of accounts. At this time, we are primarily tracking reach (followers, likes) and we're really focused on growing our audience. The next step is to ask "what does that really mean?"

12. Has your organization conducted any research to understand more thoroughly what's working, what's not, what your audience needs or wants?

No

Expert Interview #4

Minneapolis Foundation

Ramla Bile, Staff Writer

In person beginning at 11:00 a.m. on April 18, 2012

GOALS & AUDIENCE

31. What are you trying to accomplish with social media? (examples: communicating messages, knowledge sharing and reporting, connecting people, improving service delivery, fundraising, transparency)

There are two primary areas of focus for social media efforts:

Giving: Supporting nonprofits, partners, and donors we work with.

Community: Using our expertise to share information about issues, trends in philanthropy

32. Do your efforts tie back to broader organizational or communication goals?

Our efforts are tied to the organizational strategic plan and the organization's mission. We strive relate our messages back to a larger vision of making positive strides towards equity and encouraging people to focus on solutions.

33. Who are the key audiences you are trying to reach via social media? Do the audiences differ between Facebook and Twitter?

The audience that we try to reach varies by initiative, however, we realize the audience on social media is very broad. We try navigate this by cc'ing or tagging specific people/organizations.

Audiences we are interested in include:

- Professional advisor firms
- Partners in the giving community (MCF, MCN, other foundations)
- Nonprofits we support
- Public officials / agencies / other influencers
- Donors (not experiencing as much success with this audience)

34. Specifically, what types of content do you try to share on Facebook and Twitter?

- General information about the Foundation (new hires, process, deadlines)
- Share reports
- Donor stories
- Highlighting issues/topics interested in
- Sharing news about nonprofits
- Supporting partner organizations (MCF, other foundations)
- Expertise on giving (#givingtips)

HOW IT GETS DONE

35. How long have you been using Facebook and Twitter?

Twitter - January 2011; Facebook - January 2011

36. Who at the Foundation is in charge of your social media presence? One person, many, etc.

Ramla manages all of Minneapolis Foundation's social media. Social media is one of many job responsibilities. Staff does send along information for social media.

37. What voice is the Foundation using for social media? An organizational voice? The voice of the CEO, program people, etc.

Organizational, but more casual compared to other communications. It's a fine balance because you want to have credibility but still seem approachable.

38. To what extent is program staff encouraged to participate in social media? Is it on an individual basis or for the organization?

Social media policy defines rules for staff. Individuals are allowed to have individual social presence but participation is limited. Organization is open and supportive of individual use of social media.

39. At what frequency do you try to post content on Facebook and Twitter?

It varies, when time permits and when content is available.

40. What other social media platforms is your organization currently using?

You Tube (previously on Vimeo). We also use LinkedIn to connect with professional advisors.

Professional advisors are a very narrow audience, specific to lawyers, financial advisors, etc. We use Linked In to push news, information, events.

MEASUREMENT & EVALUATION

13. What's been working with social media?

We saw success during the Minnesota Helps campaign, after the North Minneapolis tornado. More questions were asked through social media compared to telephone calls.

14. What's been most challenging? Have you run into any issues?

Time - keeping up with everything and maintaining a presence that I can be proud of. We would like to move in a direction where we're more thoughtful and planful.

Engagement - there has been relatively low engagement. We'd really like to improve the engagement but that's been a major challenge.

15. How do you measure success? What measurement tools are you using and what key measurement analytics are you interested in?

We use Radian 6 as a measurement tool and also use web analytics.

We worked with an intern last year to establish a system to measure reach, value, and conversion . This would be something we could share with our board. It has been challenging to keep up with, would like to see it used for evaluating impact and setting goals in the future.

16. Has your organization conducted any research to understand more thoroughly what's working, what's not, what your audience needs or wants?

No

Expert Interview #5

Bush Foundation

Justin Christy, Associate

Phone interview beginning at 1:00 p.m. on April 18, 2012

GOALS & AUDIENCE

1. What are you trying to accomplish with social media? (examples: communicating messages, knowledge sharing and reporting, connecting people, improving service delivery, fundraising, transparency)

- Audience-base development
- Makes work more interactive
- Increased speed in communications
- Increased transparency
- Use as a listening/learning tool

2. Do your efforts tie back to broader organizational or communication goals?

Yes, everything in a work plan relates back to a broader communications plan. Each project or initiative also has its own project plan. I would like to see social media better incorporated into those project plans -- so the tools are used more strategically to create excitement, increase engagement, etc.

2. Who are the key audiences you are trying to reach via social media? Do the audiences differ between Facebook and Twitter?

Our audiences are defined by our program areas and are very broad:

- Education Achievement
- Native Nation Building
- Advancing Solutions: The audience for this program is really anyone who wants to improve their communities

3. Specifically, what types of content do you try to share on Facebook and Twitter?

- Promote blog
- Promote foundation news (new hires, employment, reports, other announcements)
- Share grantee news /successes / stories

HOW IT GETS DONE

4. How long have you been using Facebook and Twitter?

Initially went on social media with very little strategy; Essentially re-launched with invigorated strategy designed to create content through new blog and redesigned website.

Twitter - June 2011

Facebook - June 2011

5. Who at the Foundation is in charge of your social media presence? One person, many, etc.

Social media is only a fraction of my job. Recently I changed positions and in this role I will still be implementing social media but for a specific area of work (education). A new hire will take on the general social media presence for Bush.

6. What voice is the Foundation using for social media? An organizational voice? The voice of the CEO, program people, etc.

We have considered launching separate Twitter handles for specific program areas or initiatives, but at this point we have stuck with one single organizational presence.

7. To what extent is program staff encouraged to participate in social media? Is it on an individual basis or for the organization?

We have a full social media policy that guides use. We encourage employees to comment on Facebook/Twitter (although nothing is forced on employees). There is great opportunity there.

8. At what frequency do you try to post content on Facebook and Twitter?

Blogs (2x per week)

Don't have a good plan for frequency and with limited time to dedicate to social media it depends on work load.

9. What other social media platforms is your organization currently using?

Linked In, blog, and RSS feeds

MEASUREMENT & EVALUATION

1. What's been working with social media?

We've seen more interaction on Twitter via retweets, mentions, questions asked, etc.

Twitter is probably the favorite for the type of work we do. We tend to work with "change-makers" a lot and these individuals really seem to be on social media.

2. What's been most challenging? Have you run into any issues?

Engagement / Interactive piece. Would like to throw more questions out there but in the past when we've tried this we've gotten very little engagement, with the exception of a few likes on Facebook. This is challenging for the blog as well. We find that people are reading the blogs, but they are not commenting.

Is our audience too broad? Do those audiences interested in Native Nations overlook us because we're disseminating info about all program areas? Our work is so specific, so having this broad outreach might not be the best fit.

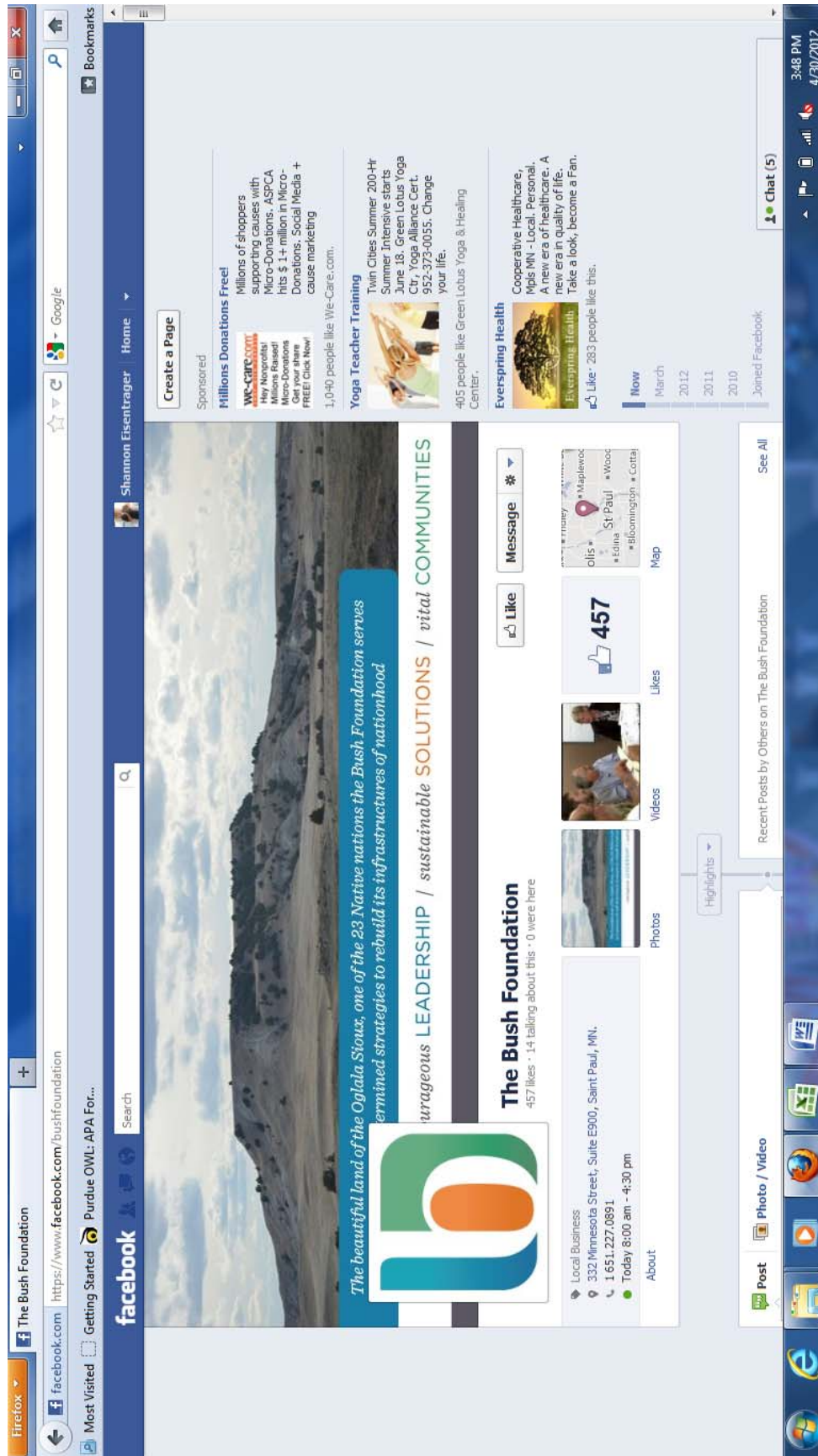
3. How do you measure success? What measurement tools are you using and what key measurement analytics are you interested in?

We put together a 2-page report for quarterly board meeting. I compile statistics from a variety of tools. We came up with a list of things we think the board would like to know and things we think measure success. (Google Analytics, Facebook stats, Bit-ly, etc.)

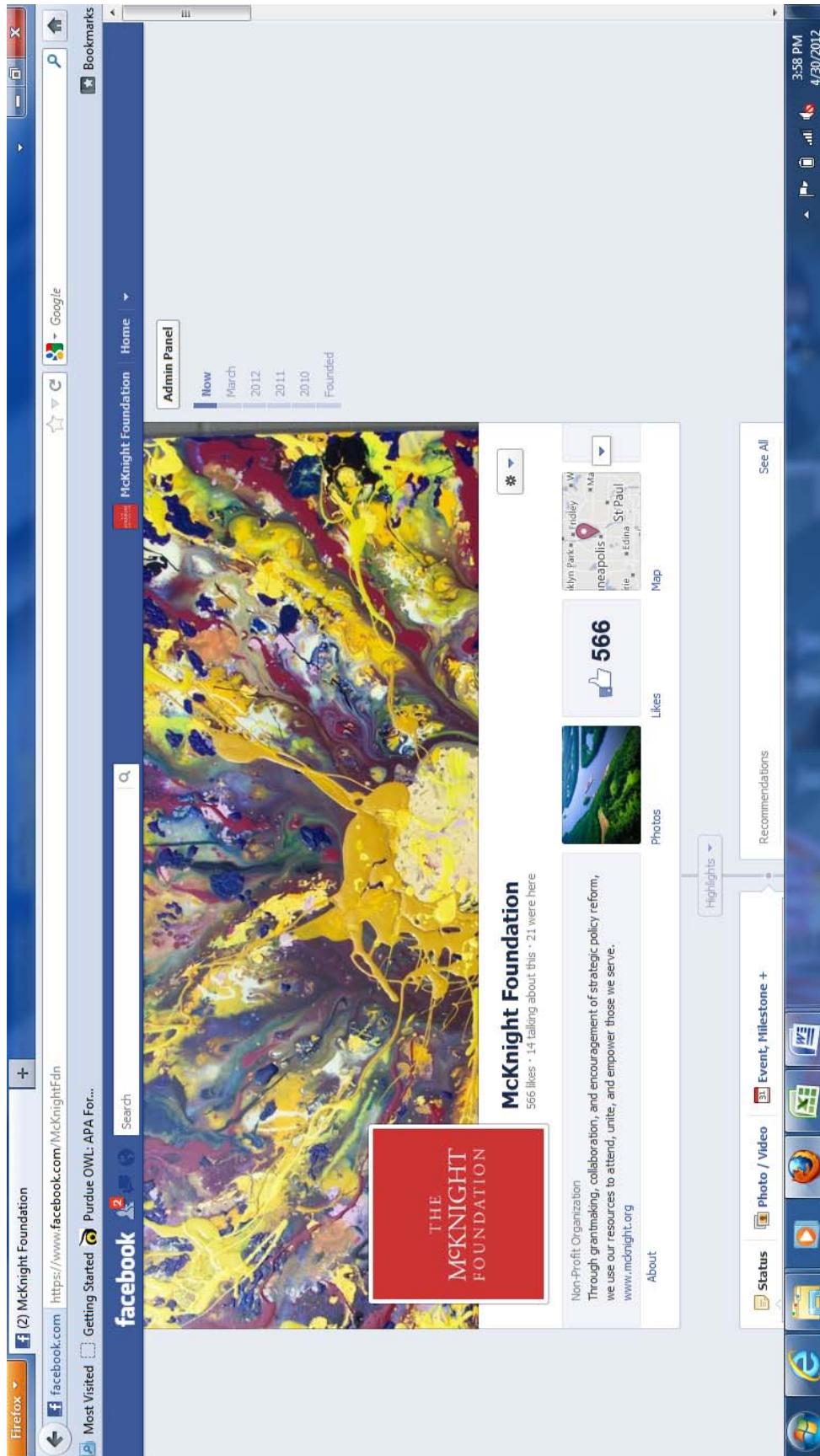
4. Has your organization conducted any research to understand more thoroughly what's working, what's not, what your audience needs or wants?

No

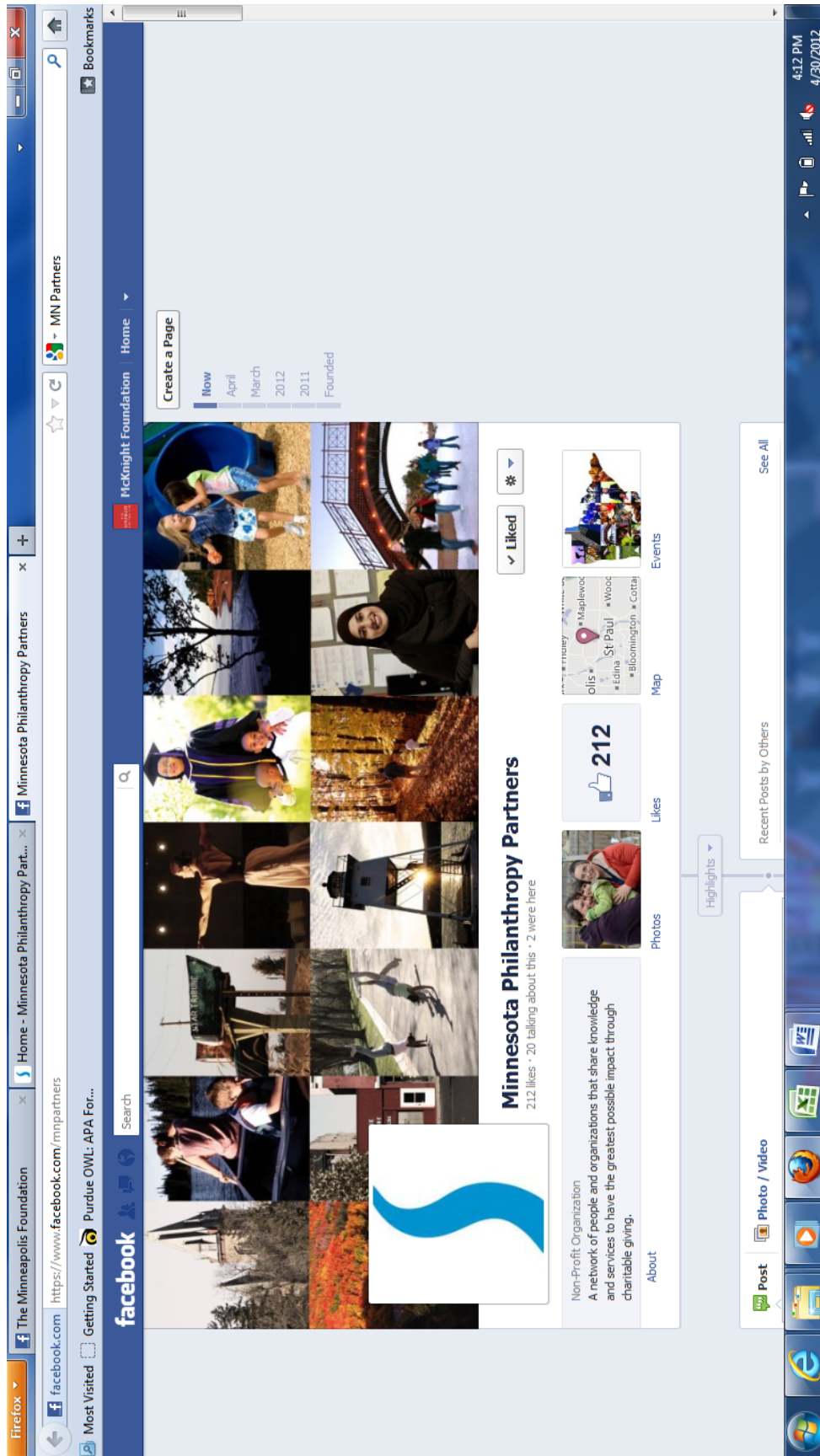
Appendix 4a
CODING CONTENT: Facebook and Twitter Profiles
 PLEASE ENTER YOUR RESPONSES IN CODING SHEET A



ITEM 1



ITEM 2



ITEM 4

Firefox Northwest Area Foundation +

facebook.com https://www.facebook.com/NorthwestArea?ref=ts

Most Visited Getting Started Purdue OWL: APA For...

facebook Search

McKnight Foundation Home

Create a Page

Now April March 2012 2011 2010 Founded

Northwest Area Foundation
228 likes · 3 talking about this

Non-Profit Organization
Reducing Poverty. Building Prosperity.

About

Photos Likes Events

31

228

Highlights

Recent Posts by Others on Northwest Area Foundation: See All

World Indigenous News (WIN)
@ Northwest Area Foundation, St. Paul, added Justin Huene...
1 April 22 at 9:21pm

Martha Fast Horse
@ Northwest Area Foundation, St. Paul, added Justin Huene...
3 April 22 at 8:52pm

Spotlight on Poverty and Opportunity
@ June 6-8: The Northwest Area Foundation will hold its ann...
2 April 19 at 11:09am

Citizens League

Post Photo / Video

Write something...

Northwest Area Foundation
19 hours ago via TweetDeck


RT @jdeancoffey: "This ain't no game" Gary Cunningham, Vice President of Programs - Chief Program Officer, Northwest Area Foundation #ABFE

4:01 PM 4/30/2012

ITEM 5

ITEM 6

Firefox | McKnight Foundation (mcknightfdn) on... | + | Twitter, Inc. (US) | https://twitter.com/#!/McKnightFdn | Most Visited | Getting Started | Purdue OWL: APA For... | Home | @ | Connect | # | Discover | Bush | Search | Profile | Compose | Bookmarks




McKnight Foundation


@McKnightFdn
The McKnight Foundation seeks to improve quality of life through grantmaking, collaboration, and encouragement of strategic policy reform.
Minneapolis, MN <http://www.mcknight.org>

Following 451 TWEETS 611 FOLLOWING 2,270 FOLLOWERS


Tweets




McKnight Foundation @McKnightFdn
McKnight president Kate Wolford on building sustainable communities together - the power of partnerships: bit.ly/159LCI
26 Apr




Jon Commers @commers
Pleased to join W. Broadway Coalition panel tonight on commercial corridor revitalization, with Lake St. Biz Assn, @McKnightFdn, and others.
Retweeted by McKnight Foundation
26 Apr



McKnight Foundation @McKnightFdn
Community Voices: A real prosperity catalyst: the Southwest LRT project bit.ly/1caCCB by Conrad deFiebre | MimiPost
26 Apr



McKnight Foundation @McKnightFdn
Interesting neuroscience findings! How Exercise Could Lead to a Better Brain | New York Times Magazine: nyl.ms/ldjgCD
25 Apr






McKnight Foundation @McKnightFdn
Did you get a chance to check out McKnight's 2014 Year...
25 Apr

Tweet to McKnight Foundation

@McKnightFdn

Tweets **Following** **Followers** **Favorites** **Lists**

Similar to McKnight Foundation

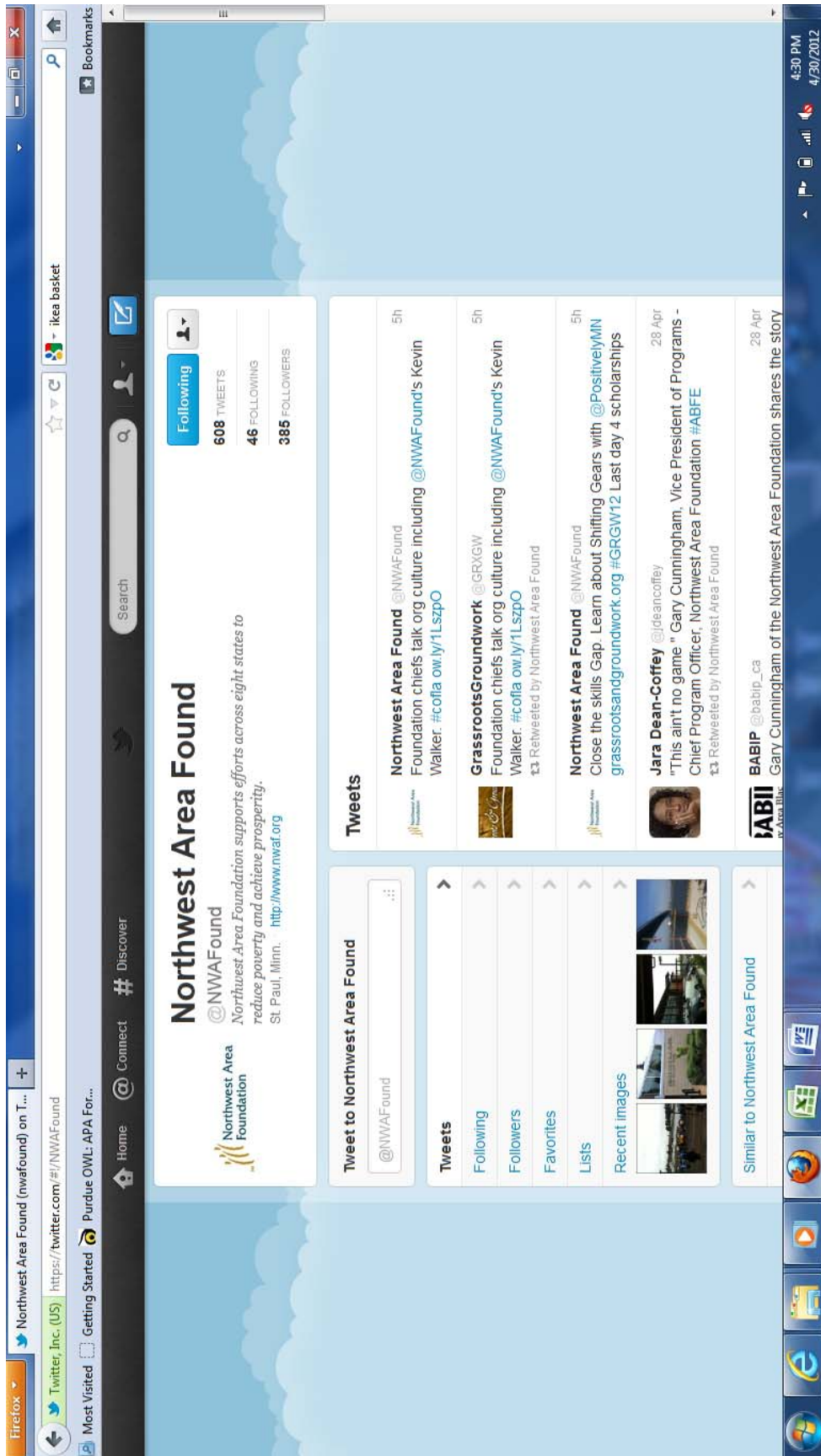
-  **Foundation Center** @fdncenter Promoted · Follow
-  **MN Nonprofits** @SmartNonprofits Follow
-  **Linda Wood** @lindawoodhjt

4:31 PM 4/30/2012

ITEM 7



ITEM 9



ITEM 10

Appendix 4b
CODING CONTENT: TWEETS
PLEASE ENTER YOUR RESPONSES IN CODING SHEET B

Item	Date	Twitter Account	Tweet	Retweeted by	Fave
27	03.06	@BushFoundation	Blog: How should we develop leaders in an increasingly complex and uncertain world? http://bit.ly/xzatpd	1	0
26	03.07	@BushFoundation	Tane Danger of @T2 P2 pulls back the curtain on how a small improv theater is taking on huge policy issues: http://bit.ly/wBJM2Z	2	0
13	03.20	@BushFoundation	BLOG: What @InCommons , @IraGlass , T Capote & Bush Fellowships know about #failure	0	0
35	03.05	@McKnightFdn	Nearly 30,000 acres of critical #wetland areas added to Louisiana's Maurepas Swamp WMA: http://bit.ly/zFu1ea	1	1
23	03.08	@McKnightFdn	4 more wks to submit nominations for the Awards in Human Service! Six Minnesotans will each receive \$10,000: #volunteer	2	0
16	03.09	@McKnightFdn	A new McKnight-commissioned report by writer/editor @JayWalljasper sheds light on the #localfood climate in #Minnesota : http://bit.ly/ytqvGE	0	0
17	03.09	@McKnightFdn	Apply by 4/13 for ArtsLab Peer Learning Community: In-depth training in leadership & strategic planning for arts orgs. http://bit.ly/A4deIE	0	0
18	03.09	@McKnightFdn	This weekend take a moment to nominate someone you know for the Awards in Human Services! #Minnesota #volunteer	0	0
14	03.20	@McKnightFdn	Congratulations to Sarah Lovan, new program officer for McKnight's arts program: http://bit.ly/GB8QJE	1	0
11	03.21	@McKnightFdn	2 wks to submit a nomination! McKnight will give 6 awesome MN human service #volunteers & professionals \$10,000 award: http://bit.ly/vmbawards	2	0
12	03.21	@McKnightFdn	RT @urbanhomeworks : UHW in the news! Check it out in the Daily Planet. http://fb.me/1Ckjm6Wj6	0	0
4	03.22	@McKnightFdn	McKnight approves over \$10 million in first quarter of 2012: http://bit.ly/GHaKae	3	0
2	03.23	@McKnightFdn	McKnight position announcement: Program Assistant - Arts. Applications accepted through April 18, 2012: http://bit.ly/GJ6M2q	6	1
3	03.23	@McKnightFdn	There's still time! Take a minute this weekend to nominate someone you know for the McKnight Awards in Human Service: http://bit.ly/vmbawards	1	0
34	03.05	@mnpartnerstweet	Submit your idea to the @MNideaOpen Challenge. If your idea wins, you'll get \$15K to implement it! http://www.mnideaopen.org/challenge3	4	0
36	03.05	@mnpartnerstweet	[VIDEO] Winona LaDuke speaks at @TEDxTC event co-sponsored by our affiliate MN Community Foundation - http://youtu.be/pHNIel72eQc	1	0

28	03.06	@mnpartnerstweet	[VIDEO] Nonprofits to Know™ feat. @Ecumen org : http://youtu.be/06kVPBSOwvY Now w/ closed captioning!	1	0
29	03.06	@mnpartnerstweet	Some great programming coming up! RT @FollowMCF : Our new e-news is hitting inboxes all across Minnesota! http://bit.ly/xKAftt	0	0
21	03.08	@mnpartnerstweet	3 winning ideas will receive \$15K to be implemented, and the three idea champs receive \$500! #mnidea3 #mnidea3	2	0
19	03.09	@mnpartnerstweet	Grab your thinking cap, kippah or kufi - laugh across faith & culture with us as the Laugh in Peace Tour comes to MSP! http://bit.ly/x9uWzn	1	0
5	03.22	@mnpartnerstweet	Very excited for the 6th annual Facing Race Ambassador Awards 4/23 w/ keynote Dr. Anton Treuer! http://bit.ly/G4T3C	1	0
37	03.04	@mplsfoundation	Whoa, who knew that Mike Brown of @travailkitchen is a happening beatboxer in addition to being an award winning chef? #fourthgen	1	0
38	03.04	@mplsfoundation	Tnx to our chefs (Doug Flicker of Piccolo, Steven Brown of Tilia, and Mike Brown of Travail) for donating their time & talent! #fourthgen	0	0
39	03.04	@mplsfoundation	Though food is a basic need, not all have access to it in the same way. - @robyscheine #fourthgen	0	0
40	03.04	@mplsfoundation	Packed house here at Spill the Wine! #fourthgen http://instagram.com/p/HxGo5IH0bj/	0	0
41	03.04	@mplsfoundation	It's time to graze 4 good! Are y'all ready to get your grub on and support nutrition & food justice? Cc: @robyscheine	0	0
30	03.05	@mplsfoundation	What do 3 James Beard finalists & #fourthgen have in common? http://www.minneapolisfoundation.org/CharitableGiving/FourthGeneration/FourthGenBlog/FourthGenPost.aspx?ID=74cafa9-90f4-4b19-8d89-6fb82b976a82 cc: @robyscheine @tiliampls @TravailKitchen @piccolo mpls	1	0
33	03.05	@mplsfoundation	RT @SVPMinnesota RT @FiftyCAN : "Effort to retain great teachers in sudden death" @Vallay pens op-ed http://www.shar.es/gKOss	1	0
22	03.08	@mplsfoundation	Happy Int'l Women's Day! Find out how our donors are making a difference in the lives of women in MN and abroad: http://mplsfoundation.org/CommunityIssues/CommunityIssueArticle.aspx?ID=176	2	0
24	03.08	@mplsfoundation	RT @HHHennepin When we work together to end #homelessness , we have a powerful impact. Street homelessness is down 40%. http://www.low.ly/9x83u	0	0
8	03.21	@mplsfoundation	Had to RT this, :)! RT @benfrommnn Very proud husband today! RT @mplsfoundation Excited abt @robyscheine & @nickscheibel 's new roles!	0	0
9	03.21	@mplsfoundation	Inspiring! We're so proud to support this program! RT @JeremiahProgram We're featured on MSR: Are you a SHERO? http://www.spokesman-recorder.com/?p=11336	0	0
10	03.21	@mplsfoundation	Excited abt @robyscheine & @nickscheibel 's new roles! Find out how they'll bring energy to our philanthropic services! http://www.minneapolisfoundation.org/Libraries/Documents_for_Website/TMFPhilanthropicServices.sflb.ashx	1	1

31	03.05	@NWAfound	Take a look at what our Montana grantees are doing to help tax filers http://bit.ly/yQ5uX1	0	0
32	03.05	@NWAfound	RT @povertynews: S. DAKOTA news: "Senate approves extra money for S. Dakota schools." http://bit.ly/Au93cl #poverty #stateofthework @NWAFound	0	0
25	03.07	@NWAfound	Circle March 15. That's when early bird rates for Grassroots & Groundwork expire. Register now! #GRGW12	0	0
20	03.08	@NWAfound	Many dynamic breakout sessions at this year's Grassroots & Groundwork. Early bird rates. Limited scholarships #GRGW12	0	0
15	03.19	@NWAfound	U of M helps create http://revivetwincities.com/RTC-Intro.swf online Ojibwe People's dictionary.	0	0
7	03.21	@NWAFound	Have you registered for Grassroots & Groundwork? Scholarships are available. http://bit.ly/bvgndA	0	0
6	03.22	@NWAFound	Check out all the great breakout sessions http://bit.ly/bvgndA Grassroots & Groundwork. Scholarships available #GRGW12	0	0
1	03.23	@NWAFound	Peeps share with us which blogs you read. Any asset and wealth blogs? Social entrepreneurship blogs?	1	0

Appendix 4c
CODING CONTENT: FACEBOOK POSTS
PLEASE ENTER YOUR RESPONSES IN CODING SHEET C

Item	Date	Account	Post	Likes	Comments	Shares
1	03.04	MN Partners	Minnesota Idea Open would like to thank everyone who has already submitted an idea! Submit yours by March 9th for a chance to win free tickets to the Laugh in Peace Tour at the Varsity. The Laugh In Peace Tour with the Minnesota Idea Open at Varsity Theater Get tickets to The Laugh In Peace Tour with the Minnesota Idea Open at Varsity Theater in Minneapolis on Mar 15 2012	1	0	0
2	03.04	MN Partners	Winona LaDuke's TEDxTC Talk "Seeds of Our Ancestors, Seeds of Life" has been published to the TEDx YouTube Channel. This talks explores the idea that our food is not just something we buy at the store, it is deeply rooted in our past. TEDxTC - Winona LaDuke - Seeds of Our Ancestors, Seeds of Life <i>Winona is an internationally renowned activist working on issues of sustainable development, renewable energy and food systems. She lives and</i>	0	0	0
3	03.05	MN Partners	Bruininks Named Interim President Bush Foundation <i>(Saint Paul, MN – March 1, 2012) – The Bush Foundation Board of Directors today announced the appointment of Robert H. Bruininks, Ph.D., to act as</i>	1	0	0
4	03.05	Northwest Area	RT @povertynews: S. DAKOTA news: "Senate approves extra money for S. Dakota schools." http://t.co/o9RnJaMJ #poverty #stateofthework @NWAFound	0	0	0
5	03.05	Northwest Area	You do great anti-poverty work. Here's another outreach tool to help reach even more Minnesotans. Thank YOU for Helping Minnesotans Get the Food They Need Hunger Solutions Minnesota <i>Thanks to you, in the last two weeks, hundreds more low-income Minnesotans</i>	0	0	0

			<i>have learned how SNAP can</i>				
6	03.05	Northwest Area	Take a look at what our Montana grantees are doing to help tax filers http://bit.ly/yQ5uX1	0	0	0	0
7	03.06	Bush	How should we develop leaders in an increasingly complex and uncertain world? Jane Leonard explores this in her new blog post. What will the future of leadership development look like? Bush Foundation <i>We ask ourselves this question every day at the Bush Foundation as communities find themselves facing increasingly complex problems with fewer</i>	0	0	0	1
8	03.06	McKnight	This is exciting news for Louisiana! The Conservation Fund utilized a program related investment (PRI) from The McKnight Foundation to purchase the nearly 30,000 acres of land. The land was then acquired by LDWF. The acquisition, together with nearby protected lands, connects approximately 140,000 acres within the Maurepas / Pontchartrain Basin. PRESERVING PARADISE <i>MAUREPAS SWAMP -- Rising through shallow water like fingers, cypress knees point to where an osprey glides on air currents. Through a break</i>	2	0	0	0
9	03.06	MN Partners	Watch our latest Nonprofits to Know™ video featuring Ecumen - now with closed captions! Nonprofits to Know™: Ecumen <i>Nonprofits to Know™ is a web video series produced by Minnesota Philanthropy Partners. This month's featured nonprofit, Ecumen, is a nonprofit that provides...</i>	0	0	0	0
10	03.06	MN Partners	Strengthening a Brand <i>MCF's network of communicators met last week for a discussion featuring three panelists who have developed and used messages for a variety of organizations,</i>	0	0	0	0

			<i>highlighting their current work for the</i>				
11	03.06	Northwest Area	RT @PCR1_Home: Have we mentioned that we LOVE our #PCR120 Gala Sponsors? *LOVE* them. Like our latest: @nwafound - learn more at http://t.co/kwua2RBy	0	0	0	0
12	03.07	Bush	Tane Danger blogs about how the Theater of Public Policy is bringing public policy to the stage, and connecting with audiences on issues they may have thought only a select few could solve. Public policy meets improv? Cue that laugh track! Bush Foundation <i>After nearly 10 years as an improviser, I've started to see the world through theater-geek glasses. For example, I would say public policy is sometimes</i>	0	0	0	0
13	03.07	Bush	T2P2 co-founder Tane S. Danger wrote a blog post for The Bush Foundation , published today. It's geeky on so many levels... Public policy meets improv? Cue that laugh track! Bush Foundation <i>After nearly 10 years as an improviser, I've started to see the world through theater-geek glasses. For example, I would say public policy is sometimes</i>	2	0	0	1
14	03.07	McKnight	Vote for FMR's Urban Riverside Planting Projects! Voting runs until March 19, and competition is heating up. Let's bring \$25,000 to Minnesota! MillerCoors - River Network Grant Contest-Vote Now! River Network <i>MillerCoors and River Network have joined together to award nearly \$60,000 in grants to support watershed protection programs. We've selected six</i>	2	0	0	2
15	03.07	Minneapolis	Jesson attacks GOP 'Welfare Reform 2.0' plan MinnPost <i>Commissioner Jesson says the majority of families receiving assistance "do not fit a pattern of fraud, abuse and misuse."</i>	0	0	0	0
16	03.07	MN	Do you know about GOOD? We've been submitted to their Good finder. Please	0	0	0	0

		Partners	'up it' or leave a comment! Got an idea for how to work across cultures & faiths? Che... <i>Got an idea for how to work across cultures & faiths? Check out MN Idea Open! And if you're in MN, join us for our first-ever interfaith comedy show!</i>				
17	03.08	Minneapolis	"The Office to End Homelessness, advocates for the homeless, says there are 40 percent fewer people living on the streets." Report says fewer people living on street in Hennepin County <i>Fewer people are living on the streets in Hennepin County, shows a report out Wednesday.</i>	0	0	0	0
18	03.09	McKnight	Please share this link to help us spread the word! We're looking for nominations for outstanding individuals who consistently give back to their community. Nominees may be volunteers or service staff working directly with people in Minnesota. Deadline: April 4, 2012 Seeking Nominations for Awards in Human Service: Six Awardees will each recieve \$10,000	0	0	0	0
19	03.09	MN Partners	Sharon DeMark shared a link . (NOTE: THIS ORGANIZATION ALLOWS EXTERNAL POSTS) Arts Organizations - here's a great opportunity from our friends at ArtsLab to learn with and from peers in the community. Applications are due April 13. How to Apply: Peer Learning Community ArtsLab <i>What is ArtsLab's Peer Learning Community? The Peer Learning Community is a two-year intensive training, mentorship, and technical assistance</i>	0	0	0	0
20	03.19	MN Partners	With the Minnesota Idea Open Challenge in mind, check out this article in the Strib. You can enter the Minnesota Idea Open Challenge III: Working Together Across Cultures and Faiths. Share your best idea to build bonds and work	0	0	0	2

			together across cultures and faiths. Your idea could receive \$15,000 to become a reality. We're not from around here, are we? www.starttribune.com The land of ya sure, you betcha, isn't quite as filled with native Minnesotans as it used to be				
21	03.19	Northwest Area	U of M helps create http://revivetwincities.com/RTC-Intro.swf online Ojibwe People's dictionary.	0	0	0	0
22	03.19	Northwest Area	RT @RCJournal: Tornado, wind, hail cause damage on Rosebud reservation http://dlvr.it/1L27tx	0	0	0	0
23	03.19	Northwest Area	RT @RCJournal: 4-day tribal college conference to begin Saturday http://dlvr.it/1L4Kb5	0	0	0	0
24	03.20	Bush	Blogger Victoria Tirrel reveals what Bush Fellowships, InCommons, Truman Capote and Ira Glass of "This American Life" know failure. Courageous leadership begets...failure? bit.ly <i>Failure is popping up all for me over these days. I was running errands recently, listening to the radio between stops, when Ira Glass, the host of This American Life, said something about failure in t</i>	1	0	0	0
25	03.21	Minneapolis	Camp participants enjoy an educational moment at the Minneapolis Institute of Arts through their summer camp. The Tubman Center's Peace Camp received support from the Santa Anonymous Campership Fund, administered by the Foundation, that was established nearly 82 years ago by Walter Boutell.	0	0	0	0
26	03.21	McKnight	Check out the great coverage of Urban Homeworks in the TC Daily Planet. UHW	1	0	0	0

			is a grantee of McKnight's Region & Communities program.				
			Urban Homeworks: Fighting foreclosures in North Minneapolis www.tcdailyplanet.net <i>It's no secret that North Minneapolis has the highest rate of foreclosures in the city of Minneapolis. Urban Homeworks, a non-profit on the Northside wants to</i>				
27	03.21	Northwest Area	RT @povertynews: The New York Times, Blog: The New Suburban Poverty. http://nyti.ms/GC5Lv9 #poverty	0	0	0	0
28	03.22	MN Partners	<p>The Saint Paul Foundation, an affiliate of Minnesota Philanthropy Partners, invites you to the sixth annual Facing Race Ambassador Awards on April 23, 2012. Please join us for a celebration honoring anti-racism activists in Minnesota and a keynote address by Dr. Anton Treuer. Visit FacingRace.org for event information and to RSVP.</p> <p>Facing Race - 2012 Ambassador Award Celebration www.facingrace.org <i>\$5.00 parking is available in the Crowne Plaza and Capital City Plaza parking ramps. See Parking Map. \$10 valet parking is also available at the Crowne</i></p>	0	0	0	0
29	03.22	MN Partners	<p>The Association of Fundraising Professionals Minnesota Chapter is accepting nominations, who will you nominate?</p> <p>AFP Minnesota Chapter Nominations www.afpminnesota.org <i>All nominations must be received by no later than May 11, 2012. Awards categories include: Outstanding Youth Award, Outstanding Individual Philanthropist, Outstanding Volunteer Fundraiser,</i></p>	0	0	0	0
30	03.23	McKnight	Of the \$10 million total approved, \$300,000 went to two organizations working to restore and protect floodplains and wetlands in the 10-state Mississippi River corridor. Lake Pontchartrain Basin Foundation received a grant to support ongoing....See More	0	0	0	0

				McKnight approves over \$10 million in first quarter of 2012 bit.ly				
31	03.23	MIN Partners	Last day to submit your ideas!! You have six hours (!!) to submit your ideas for Challenge 3! We're thrilled by the thoughtful ideas so far, and hope to keep 'em streaming in until the very end! Support people are standing by to answer questions and help with entries. You can call us at (612) 217-1580 with questions, or email us your submissions at mnideaopen@gmail.com. 250 words for a better Minnesota. Everyone wins!	1	0	0		
32	03.23	Northwest Area	RT @McKnightFdn: McKnight approves over \$10 million in first quarter of 2012: http://bit.ly/GHaKae	0	0	0		
33	03.23	Northwest Area	Can you share with us which blogs, particularly asset and wealth or social entrepreneurship blogs that you read?	0	0	0		

Appendix 5a

Philanthropy and Social Media Study

CODING QUESTIONS: Twitter & Facebook Profiles

FOR THIS SECTION, PLEASE CODE THE FIRST PAGE OF THE ORGANIZATION'S TWITTER AND FACEBOOK ACCOUNTS, NOT THE ACTUAL TWEETS OR POSTS.

The elements that are coded for the profile pages can be anywhere on the profile page screenshot.

Usefulness of Information

- Q1. Does the profile page have the name of the organization?
- Q2. Does the profile page have the organization's mission, tagline, or other description?
- Q3. Does the profile page have the organization's logo?
- Q4. Does the profile page have information about who is tweeting or posting?

Generation of Return Visits

- Q5. Does the profile page have an explicit statement inviting users to return to page in the future?

Conservation of Visitors

- Q6. Does the profile page have a link to the organization's website?
- Q7. Does the profile page have a link to any of the organization's other social networking sites?
- Q8. Does the profile page provide additional ways to reach the organization (phone number, street address, or email contact)?

Appendix 5b

Philanthropy and Social Media Study

CODING QUESTIONS: TWEETS & FACEBOOK POSTS

FOR THIS SECTION, PLEASE CODE THE ACTUAL TWEETS OR FACEBOOK POSTS.

The Dialogic Loop

- Q1. Does the tweet/post attempt to stimulate dialogue, engage the audience in the dialogue? (Examples include but are not limited to asking the audience a question, to contact the organization, to share ideas, etc.)
- Q2. Does the tweet/post include a call to action? (Examples include but are not limited to asking the audience to share, retweet, vote, watch, or read content.)
- Q3. Is the tweet/post a direct response to another's question or discussion?
- Q4. Does the tweet/post specifically mention another individual or organization via @someone or tagging on Facebook?
- Q5. Did the tweet/post generate engagement? (retweets, replies, likes, comments, shares)

Usefulness of information

- Q6. Does the tweet/post contain a web link?

Conservation of Visitors

- Q7. If yes to Q6, does the link go to the organization's website or other social media accounts?

Generation of return visits

- Q8. Does the tweet/post include an outright appeal to follow the feed? For example, "stay tuned, we'll be back with more news."
- Q9. Does the tweet contain a hashtag? (Only applicable to tweets.)

Other (not based on dialogic principles)

- Q10. Who is the target audience of the post? Choose only one and enter the letter into the coding entry form.
 - a) General audience / Users of Twitter and Facebook
 - b) Nonprofit organizations / grantees
 - c) Funding partners (other philanthropic organizations)
 - d) Media
 - e) Field and community leaders
 - f) Donors
 - g) Specific user (if @_____ is used at start of tweet, please select this choice)
 - h) Other

Q11. How would you classify the type of information being disseminated? Choose one only enter the letter into the coding entry form.

- a) General information about the organization
- b) Organization's news release and news coverage (for example, Star Tribune article talking about the work of the organization)
- c) Organization's reports, speeches, or research results
- d) General information about the field in which the organization works
- e) Information about the organization's grantees (nonprofits)
- f) Information about the philanthropy sector
- g) New blog content
- h) Tools, tips, and other useful content
- i) Other

Appendix 6
Philanthropy and Social Media Study
COMBINED CODING DATA

Coding Sheet A: Twitter and Facebook Profiles


	Q1		Q2		Q3		Q4		Q5		Q6		Q7		Q8		Q9		Q10		Q11	
	CODE 1	CODE 2	FINAL	CODE 1	CODE 2	FINAL	CODE 1	CODE 2	FINAL	CODE 1	CODE 2	FINAL	CODE 1	CODE 2	FINAL	CODE 1	CODE 2	FINAL	CODE 1	CODE 2	FINAL	FINAL
Facebook	1	1	1	1	1	1	1	0	0	0	0	0	0	0	0	1	1	0	A	A	G	G
	2	1	1	1	1	1	0	0	0	1	1	1	0	0	0	0	0	0	A	A	A	A
	3	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	A	A	A	A
	4	1	1	1	1	1	1	0	0	0	0	0	0	0	0	1	1	0	A	A	B	C
	5	1	1	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0	A	A	B	C
Twitter	6	1	1	1	1	1	1	0	0	0	1	1	0	0	0	0	0	1	A	B	A	D
	7	1	1	1	1	1	1	0	0	0	1	1	0	0	0	0	0	0	B	A	A	D
	8	1	1	1	1	1	1	0	0	0	1	1	0	0	0	0	0	0	A	A	A	A
	9	1	1	1	1	1	1	0	0	0	1	1	0	0	0	0	0	0	A	A	A	A
	10	1	1	1	1	1	1	0	0	0	1	1	0	0	0	0	0	0	A	A	A	A
																	17		3.4			
																	20		4			
																	37		2			

Coding Sheet B: Tweets


	Q1			Q2			Q3			Q4			Q5			Q6			Q7			Q8			Q9			Q10			Q11																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																			
	CODE 1	CODE 2	FINAL	CODE 1	CODE 2	FINAL	CODE 1	CODE 2	FINAL	CODE 1	CODE 2	FINAL	CODE 1	CODE 2	FINAL	CODE 1	CODE 2	FINAL	CODE 1	CODE 2	FINAL	CODE 1	CODE 2	FINAL	CODE 1	CODE 2	FINAL	CODE 1	CODE 2	FINAL																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																				
Tweets	1	1	1	1	1	1	0	0	0	0	0	0	1	1	1	0	0	0	-	-	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Posts	Q1		Q2		Q3		Q4		Q5		Q6		Q7		Q8		Q9		Q10		Q11	
	CODE 1	CODE 2	FINAL	CODE 1	CODE 2	FINAL	CODE 1	CODE 2	FINAL	CODE 1	CODE 2	FINAL	CODE 1	CODE 2	FINAL	CODE 1	CODE 2	FINAL	CODE 1	CODE 2	FINAL	FINAL
1	0	0	0	1	1	1	0	0	0	1	1	1	0	0	0	0	-	-	A	A	A	A
2	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	-	-	E	E	D	D
3	0	0	0	0	0	0	0	0	1	1	1	1	1	1	0	0	-	-	A	A	B	B
4	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	-	-	E	E	D	D
5	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	-	-	B	E	H	H
6	0	0	0	1	0	1	0	0	0	0	1	1	0	0	0	0	-	-	A	E	E	E
7	0	0	0	0	0	0	0	0	1	1	1	1	1	1	0	0	-	-	A	A	G	G
8	0	0	0	0	0	0	0	0	1	1	1	1	0	0	0	0	-	-	A	A	E	E
9	0	0	0	1	0	1	0	0	0	0	1	1	1	1	0	0	-	-	A	A	E	E
10	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	-	-	A	A	H	H
11	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	-	-	A	A	A	A
12	0	0	0	0	0	0	0	0	0	0	1	1	1	1	0	0	-	-	A	A	G	G
13	0	0	0	0	0	0	0	0	1	1	1	1	1	1	0	0	-	-	A	A	G	G
14	0	0	0	1	1	1	0	0	1	1	1	1	0	0	0	0	-	-	A	A	E	E
15	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	-	-	A	A	D	D
16	0	1	1	1	1	1	0	0	0	0	1	1	0	0	0	0	-	-	A	A	A	A
17	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	-	-	A	A	D	D
18	0	0	0	1	1	1	0	0	0	0	1	1	1	1	0	0	-	-	A	A	A	A
19	0	0	0	0	1	1	0	0	0	0	1	1	0	0	0	0	-	-	B	E	H	H
20	0	0	0	1	1	1	0	0	1	1	1	1	0	0	0	0	-	-	A	A	A	B
21	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	-	-	A	A	D	D
22	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	-	-	A	A	A	A
23	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	-	-	A	A	D	D
24	0	0	0	0	0	0	0	0	1	1	1	1	1	1	0	0	-	-	A	A	G	G
25	0	0	0	0	0	0	0	0	0	0	1	1	-	-	0	0	-	-	A	A	E	E
26	0	0	0	1	0	1	0	0	1	1	1	1	0	0	0	0	-	-	A	A	E	E
27	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	-	-	A	A	D	D
28	0	0	0	1	1	1	0	0	0	0	1	1	1	1	0	0	-	-	A	E	F	F
29	0	0	0	1	1	1	0	0	0	0	1	1	0	0	0	0	-	-	A	A	A	A
30	0	0	0	0	0	0	0	0	0	0	1	1	1	1	0	0	-	-	A	A	I	I
31	0	0	0	1	1	1	0	0	1	1	0	0	-	-	0	0	-	-	A	A	A	A
32	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	-	-	A	A	B	A
33	1	1	1	1	1	1	0	0	0	0	0	0	-	-	0	0	-	-	A	A	A	A
		2	13			0			1			30			9			0			-	65
		1	4			0			4			10			1			4			13	Total
																						Average
																						2.0



1. In the past month, have you logged on to a social networking site such as Facebook or Twitter?

		Response Percent	Response Count
Yes		100.0%	112
No		0.0%	0
answered question			112
skipped question			0







2. Specifically, in the past month have logged on to Facebook for personal and/or professional purposes?

		Response Percent	Response Count
Yes		100.0%	112
No		0.0%	0
answered question			112
skipped question			0

3. Do you maintain or contribute to an organization's Facebook account?

		Response Percent	Response Count
Yes		75.9%	85
No		24.1%	27
answered question			112
skipped question			0

4. Which of the following best describes the type of organization you post on behalf of?

		Response Percent	Response Count
Academic / research		5.1%	4
Business / for profit		15.2%	12
Consulting		5.1%	4
Foundation / philanthropy		5.1%	4
Government		2.5%	2
Nonprofit		67.1%	53
Other (please specify)			7
		answered question	79
		skipped question	33



5. Thinking about how you use Facebook for both personal and professional purposes, please rate if each of the following is a MINOR reason you use this site, a MAJOR reason, or NOT A REASON at all for you.

	MINOR REASON	MAJOR REASON	NOT A REASON	Rating Average	Response Count
Stay in touch with friends and family members	11.4% (12)	87.6% (92)	1.0% (1)	2.87	105
Make new friends	38.1% (40)	6.7% (7)	55.2% (58)	1.51	105
Make new professional contacts	46.7% (49)	29.5% (31)	23.8% (25)	2.06	105
Connect with people or organizations who share your interests and/or causes	37.1% (39)	60.0% (63)	2.9% (3)	2.57	105
Get or share news	25.7% (27)	68.6% (72)	5.7% (6)	2.63	105
Promote your work or the work of your organization	19.0% (20)	69.5% (73)	11.4% (12)	2.58	105
Other (please specify)					4
answered question					105
skipped question					7





6. Please rate how important it is for you to connect with each of the following on Facebook:

	NOT IMPORTANT		NEUTRAL		VERY IMPORTANT	Rating Average	Response Count
Academic/research institutions	25.7% (27)	21.9% (23)	30.5% (32)	17.1% (18)	4.8% (5)	2.53	105
For profit businesses	31.4% (33)	23.8% (25)	24.8% (26)	17.1% (18)	2.9% (3)	2.36	105
Foundations / philanthropic organizations	13.3% (14)	6.7% (7)	19.0% (20)	43.8% (46)	17.1% (18)	3.45	105
Friends and family	1.9% (2)	1.0% (1)	4.8% (5)	24.8% (26)	67.6% (71)	4.55	105
Individual donors	28.6% (30)	8.6% (9)	28.6% (30)	24.8% (26)	9.5% (10)	2.78	105
Nonprofit organizations	5.7% (6)	6.7% (7)	15.2% (16)	48.6% (51)	23.8% (25)	3.78	105
Politicians and community leaders	17.1% (18)	13.3% (14)	26.7% (28)	35.2% (37)	7.6% (8)	3.03	105
answered question							105
skipped question							7






7. In the past month have logged on to Twitter for personal and/or professional purposes?

		Response Percent	Response Count
Yes		82.4%	84
No		17.6%	18
answered question			102
skipped question			10

8. Do you tweet for professional purposes?

		Response Percent	Response Count
Yes, I use a personal Twitter account to tweet for both personal and professional purposes		27.4%	23
Yes, I maintain or contribute to an organization's Twitter account		14.3%	12
Both A and B		45.2%	38
No, I do not tweet for professional purposes		13.1%	11
answered question			84
skipped question			28

9. Which of the following best describes the type of organization you tweet on behalf of?

		Response Percent	Response Count
Academic / research		7.2%	5
Business / for profit		15.9%	11
Consulting		4.3%	3
Foundation / philanthropy		8.7%	6
Government		0.0%	0
Nonprofit		63.8%	44
Other (please specify)			8
answered question			69
skipped question			43



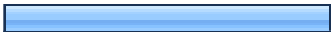

10. Thinking about how you use Twitter for both personal and professional purposes, please rate if each of the following is a MINOR reason you use this site, a MAJOR reason, or NOT A REASON at all for you.

	MINOR REASON	MAJOR REASON	NOT A REASON	Rating Average	Response Count
Stay in touch with friends and family members	53.8% (43)	16.3% (13)	30.0% (24)	1.86	80
Make new friends	42.5% (34)	13.8% (11)	43.8% (35)	1.70	80
Make new professional contacts	23.8% (19)	65.0% (52)	11.3% (9)	2.54	80
Connect with people or organizations who share your interests and/or causes	11.3% (9)	85.0% (68)	3.8% (3)	2.81	80
Get or share news	3.8% (3)	91.3% (73)	5.0% (4)	2.86	80
Promote your work or the work of your organization	13.8% (11)	80.0% (64)	6.3% (5)	2.74	80
Other (please specify)					1
answered question					80
skipped question					32

11. Please rate how important it is for you to connect with each of the following on Twitter:

	NOT IMPORTANT		NEUTRAL		VERY IMPORTANT	Rating Average	Response Count
Academic/research institutions	23.8% (19)	11.3% (9)	21.3% (17)	28.8% (23)	15.0% (12)	3.00	80
For profit businesses	27.5% (22)	15.0% (12)	26.3% (21)	23.8% (19)	7.5% (6)	2.69	80
Foundations / philanthropic organizations	11.3% (9)	2.5% (2)	17.5% (14)	32.5% (26)	36.3% (29)	3.80	80
Friends and family	17.5% (14)	13.8% (11)	21.3% (17)	30.0% (24)	17.5% (14)	3.16	80
Individual donors	23.8% (19)	21.3% (17)	22.5% (18)	22.5% (18)	10.0% (8)	2.74	80
Nonprofit organizations	8.8% (7)	3.8% (3)	11.3% (9)	41.3% (33)	35.0% (28)	3.90	80
Politicians and community leaders	8.8% (7)	7.5% (6)	18.8% (15)	37.5% (30)	27.5% (22)	3.68	80
answered question							80
skipped question							32

12. How proficient do you feel you are with social media?

		Response Percent	Response Count
No clue!		0.0%	0
Beginner		3.1%	3
Intermediate skills		31.3%	30
Advanced User		49.0%	47
Expert		16.7%	16
answered question			96
skipped question			16



13. Of the total time you spend on social media, what percentage of your time is spent on the following activities? (Please ensure answers total to 100%)

	Response Average	Response Total	Response Count
Listening to/monitoring what others are saying	51.88	4,980	96
Distributing/sharing information	31.22	2,997	96
Commenting on content	16.91	1,623	96
	answered question		96
	skipped question		16

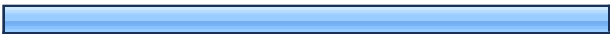

14. Thinking about the past week, how many days did you engage in the following activities?

	0	1	2	3	4	5	6	7	Rating Average	Respo Count
Like or share a status update posted by friends or family	6.3% (6)	6.3% (6)	4.2% (4)	11.5% (11)	6.3% (6)	19.8% (19)	7.3% (7)	38.5% (37)	5.86	
Like or share a status update posted by a professional contact or organization	8.3% (8)	15.6% (15)	13.5% (13)	19.8% (19)	9.4% (9)	16.7% (16)	2.1% (2)	14.6% (14)	4.38	
Comment on a post or tweet posted by friends or family	13.5% (13)	7.3% (7)	9.4% (9)	14.6% (14)	10.4% (10)	15.6% (15)	4.2% (4)	25.0% (24)	4.90	
Comment on a post or tweet posted by a professional contact or organization	15.6% (15)	15.6% (15)	13.5% (13)	15.6% (15)	13.5% (13)	11.5% (11)	4.2% (4)	10.4% (10)	3.99	
Retweet something posted by friends or family	52.1% (50)	9.4% (9)	11.5% (11)	10.4% (10)	4.2% (4)	3.1% (3)	1.0% (1)	8.3% (8)	2.60	
Retweet something posted by a professional contact or organization	36.5% (35)	6.3% (6)	9.4% (9)	13.5% (13)	7.3% (7)	8.3% (8)	11.5% (11)	7.3% (7)	3.56	
answered question										
skipped question										

15. Do you happen to "follow" or "like" any Foundations/philanthropic organizations on Twitter or Facebook?

		Response Percent	Response Count
Yes		95.8%	91
No		4.2%	4
answered question			95
skipped question			17

16. Specifically, do you happen to “follow” or “like” The McKnight Foundation on Twitter or Facebook?

		Response Percent	Response Count
Yes		91.1%	82
No		8.9%	8
		answered question	90
		skipped question	22

17. Philanthropic organizations such as The McKnight Foundation use social media to communicate a variety of messages. Please rate your level of interest in the following types of information:





	NOT INTERESTED AT ALL		NEUTRAL		VERY INTERESTED	Rating Average	Response Count
Grant information and deadlines	6.5% (6)	5.4% (5)	9.8% (9)	23.9% (22)	54.3% (50)	4.14	92
Foundation news releases	2.2% (2)	1.1% (1)	21.7% (20)	56.5% (52)	18.5% (17)	3.88	92
Foundation reports, speeches, or research results	2.2% (2)	6.5% (6)	26.1% (24)	46.7% (43)	18.5% (17)	3.73	92
General information about the fields in which the Foundation supports	5.4% (5)	9.8% (9)	19.6% (18)	46.7% (43)	18.5% (17)	3.63	92
Highlighting the work of its grantees	2.2% (2)	9.8% (9)	14.1% (13)	51.1% (47)	22.8% (21)	3.83	92
General information about the philanthropy sector	10.9% (10)	9.8% (9)	30.4% (28)	37.0% (34)	12.0% (11)	3.29	92
Tools, tips, and other useful content	4.3% (4)	3.3% (3)	20.7% (19)	39.1% (36)	32.6% (30)	3.92	92

Use this space if there is a specific field you are particularly interested in?






13

answered question	92
skipped question	20



18. How has joining social media affected your relationships with the people or organizations you "follow" or "like"? Please choose the statement that most closely describes your view.

		Response Percent	Response Count
My relationships with those I "follow" or "like" have improved since joining social media.		58.3%	56
My relationships with those I "follow" or "like" have declined since joining social media.		1.0%	1
My relationships with those I "follow" or "like" have stayed the same.		36.5%	35
Other (please explain)		4.2%	4
answered question			96
skipped question			16






19. What is your age?

		Response Percent	Response Count
18-32		32.3%	31
33-44		43.8%	42
45-54		15.6%	15
55-63		7.3%	7
64-72		1.0%	1
73+		0.0%	0
answered question			96
skipped question			16

20. What is your gender?

		Response Percent	Response Count
Female		59.4%	57
Male		40.6%	39
answered question			96
skipped question			16

21. What best describes your location?

		Response Percent	Response Count
Minnesota		86.5%	83
Midwest United States (not including MN)		4.2%	4
Northeast United States		3.1%	3
Southern United States		2.1%	2
Western United States		4.2%	4
Outside the United States (please specify)		0.0%	0
answered question			96
skipped question			16

Page 5, Q4. Which of the following best describes the type of organization you post on behalf of?

1	Animal Rescue	Jun 14, 2012 3:11 PM
2	media	Jun 13, 2012 10:06 AM
3	Musical Group	Jun 13, 2012 9:59 AM
4	Theater	Jun 13, 2012 8:40 AM
5	Screenwriter's Workshop	Jun 11, 2012 1:56 PM
6	political campaign	Jun 6, 2012 12:41 PM
7	Campaign against the marriage amendment	Jun 4, 2012 1:54 PM

Page 5, Q5. Thinking about how you use Facebook for both personal and professional purposes, please rate if each of the following is a MINOR reason you use this site, a MAJOR reason, or NOT A REASON at all for you.

1	Build affinity for the organization.	Jun 12, 2012 8:55 AM
2	Fun!	Jun 4, 2012 1:54 PM
3	Share Orgs stories and photos	Jun 1, 2012 2:07 PM
4	Fundraise	Jun 1, 2012 2:00 PM

Page 8, Q9. Which of the following best describes the type of organization you tweet on behalf of?

1	Animal Rescue	Jun 14, 2012 3:12 PM
2	seeking employment	Jun 14, 2012 10:19 AM
3	Media	Jun 13, 2012 10:06 AM
4	freelance/self-employment	Jun 13, 2012 9:21 AM
5	Theater	Jun 13, 2012 8:41 AM
6	I do not tweet on behalf of my organization, but rather I'll RT info from my org.	Jun 8, 2012 1:10 PM
7	Arts (You can't choose just other, so I chose non profit)	Jun 8, 2012 11:13 AM
8	performance venue	Jun 6, 2012 8:46 AM

Page 8, Q10. Thinking about how you use Twitter for both personal and professional purposes, please rate if each of the following is a MINOR reason you use this site, a MAJOR reason, or NOT A REASON at all for you.

1	connect with the press	Jun 4, 2012 1:55 PM
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Page 9, Q13. Of the total time you spend on social media, what percentage of your time is spent on the following activities? (Please ensure answers total to 100%)

Listening to/monitoring what others are saying		
1	75	Jun 15, 2012 11:32 AM
2	34	Jun 15, 2012 9:57 AM
3	50	Jun 15, 2012 9:46 AM
4	70	Jun 15, 2012 9:40 AM
5	40	Jun 15, 2012 9:19 AM
6	50	Jun 14, 2012 3:13 PM
7	50	Jun 14, 2012 2:48 PM
8	50	Jun 14, 2012 2:36 PM
9	40	Jun 14, 2012 2:33 PM
10	65	Jun 14, 2012 2:29 PM
11	70	Jun 14, 2012 10:21 AM
12	80	Jun 13, 2012 7:26 PM
13	50	Jun 13, 2012 11:51 AM
14	60	Jun 13, 2012 11:07 AM
15	50	Jun 13, 2012 10:38 AM
16	50	Jun 13, 2012 10:07 AM
17	30	Jun 13, 2012 9:23 AM
18	70	Jun 13, 2012 9:22 AM
19	75	Jun 13, 2012 9:22 AM
20	75	Jun 13, 2012 9:18 AM
21	80	Jun 13, 2012 8:52 AM
22	45	Jun 13, 2012 8:49 AM
23	35	Jun 13, 2012 8:45 AM
24	33	Jun 13, 2012 8:42 AM
25	45	Jun 13, 2012 8:42 AM
26	60	Jun 12, 2012 2:12 PM

Page 9, Q13. Of the total time you spend on social media, what percentage of your time is spent on the following activities? (Please ensure answers total to 100%)

27	90	Jun 12, 2012 12:48 PM
28	65	Jun 12, 2012 11:00 AM
29	70	Jun 12, 2012 9:22 AM
30	40	Jun 12, 2012 8:57 AM
31	70	Jun 12, 2012 8:41 AM
32	65	Jun 12, 2012 8:16 AM
33	40	Jun 11, 2012 1:58 PM
34	30	Jun 11, 2012 12:32 PM
35	50	Jun 11, 2012 10:52 AM
36	40	Jun 11, 2012 9:45 AM
37	30	Jun 10, 2012 3:59 PM
38	60	Jun 8, 2012 11:34 PM
39	75	Jun 8, 2012 1:24 PM
40	40	Jun 8, 2012 1:18 PM
41	40	Jun 8, 2012 1:14 PM
42	33	Jun 8, 2012 1:12 PM
43	40	Jun 8, 2012 1:10 PM
44	30	Jun 8, 2012 1:08 PM
45	60	Jun 8, 2012 1:08 PM
46	60	Jun 8, 2012 12:55 PM
47	80	Jun 8, 2012 12:37 PM
48	25	Jun 8, 2012 11:40 AM
49	90	Jun 8, 2012 11:25 AM
50	90	Jun 8, 2012 11:17 AM
51	50	Jun 8, 2012 11:15 AM
52	30	Jun 8, 2012 10:44 AM
53	20	Jun 7, 2012 3:10 PM

Page 9, Q13. Of the total time you spend on social media, what percentage of your time is spent on the following activities? (Please ensure answers total to 100%)

54	70	Jun 7, 2012 11:11 AM
55	33	Jun 7, 2012 11:05 AM
56	10	Jun 7, 2012 10:34 AM
57	85	Jun 7, 2012 9:36 AM
58	40	Jun 7, 2012 8:53 AM
59	25	Jun 7, 2012 8:27 AM
60	40	Jun 6, 2012 1:33 PM
61	70	Jun 6, 2012 12:48 PM
62	70	Jun 6, 2012 12:44 PM
63	30	Jun 6, 2012 12:18 PM
64	40	Jun 6, 2012 9:37 AM
65	20	Jun 6, 2012 9:35 AM
66	30	Jun 6, 2012 9:10 AM
67	35	Jun 6, 2012 9:00 AM
68	55	Jun 6, 2012 8:57 AM
69	60	Jun 6, 2012 8:47 AM
70	50	Jun 5, 2012 1:19 PM
71	70	Jun 5, 2012 8:47 AM
72	20	Jun 5, 2012 6:12 AM
73	62	Jun 4, 2012 6:41 PM
74	50	Jun 4, 2012 4:37 PM
75	80	Jun 4, 2012 4:32 PM
76	50	Jun 4, 2012 4:23 PM
77	30	Jun 4, 2012 4:13 PM
78	70	Jun 4, 2012 2:38 PM
79	55	Jun 4, 2012 2:08 PM
80	75	Jun 4, 2012 2:01 PM

Page 9, Q13. Of the total time you spend on social media, what percentage of your time is spent on the following activities? (Please ensure answers total to 100%)

81	45	Jun 4, 2012 1:58 PM
82	60	Jun 4, 2012 1:09 PM
83	40	Jun 4, 2012 12:54 PM
84	40	Jun 4, 2012 12:54 PM
85	75	Jun 4, 2012 11:55 AM
86	50	Jun 4, 2012 11:37 AM
87	50	Jun 4, 2012 11:34 AM
88	10	Jun 1, 2012 9:51 PM
89	90	Jun 1, 2012 3:08 PM
90	50	Jun 1, 2012 2:33 PM
91	75	Jun 1, 2012 2:25 PM
92	10	Jun 1, 2012 2:21 PM
93	50	Jun 1, 2012 2:09 PM
94	70	Jun 1, 2012 2:07 PM
95	20	Jun 1, 2012 2:06 PM
96	75	Jun 1, 2012 2:02 PM
Distributing/sharing information		
1	25	Jun 15, 2012 11:32 AM
2	33	Jun 15, 2012 9:57 AM
3	30	Jun 15, 2012 9:46 AM
4	20	Jun 15, 2012 9:40 AM
5	30	Jun 15, 2012 9:19 AM
6	50	Jun 14, 2012 3:13 PM
7	25	Jun 14, 2012 2:48 PM
8	40	Jun 14, 2012 2:36 PM
9	40	Jun 14, 2012 2:33 PM
10	30	Jun 14, 2012 2:29 PM

Page 9, Q13. Of the total time you spend on social media, what percentage of your time is spent on the following activities? (Please ensure answers total to 100%)

11	20	Jun 14, 2012 10:21 AM
12	5	Jun 13, 2012 7:26 PM
13	30	Jun 13, 2012 11:51 AM
14	35	Jun 13, 2012 11:07 AM
15	40	Jun 13, 2012 10:38 AM
16	40	Jun 13, 2012 10:07 AM
17	30	Jun 13, 2012 9:23 AM
18	20	Jun 13, 2012 9:22 AM
19	15	Jun 13, 2012 9:22 AM
20	20	Jun 13, 2012 9:18 AM
21	15	Jun 13, 2012 8:52 AM
22	45	Jun 13, 2012 8:49 AM
23	35	Jun 13, 2012 8:45 AM
24	34	Jun 13, 2012 8:42 AM
25	50	Jun 13, 2012 8:42 AM
26	35	Jun 12, 2012 2:12 PM
27	5	Jun 12, 2012 12:48 PM
28	10	Jun 12, 2012 11:00 AM
29	20	Jun 12, 2012 9:22 AM
30	40	Jun 12, 2012 8:57 AM
31	10	Jun 12, 2012 8:41 AM
32	10	Jun 12, 2012 8:16 AM
33	10	Jun 11, 2012 1:58 PM
34	60	Jun 11, 2012 12:32 PM
35	25	Jun 11, 2012 10:52 AM
36	40	Jun 11, 2012 9:45 AM
37	60	Jun 10, 2012 3:59 PM

Page 9, Q13. Of the total time you spend on social media, what percentage of your time is spent on the following activities? (Please ensure answers total to 100%)

38	20	Jun 8, 2012 11:34 PM
39	20	Jun 8, 2012 1:24 PM
40	30	Jun 8, 2012 1:18 PM
41	30	Jun 8, 2012 1:14 PM
42	34	Jun 8, 2012 1:12 PM
43	50	Jun 8, 2012 1:10 PM
44	40	Jun 8, 2012 1:08 PM
45	10	Jun 8, 2012 1:08 PM
46	30	Jun 8, 2012 12:55 PM
47	10	Jun 8, 2012 12:37 PM
48	60	Jun 8, 2012 11:40 AM
49	5	Jun 8, 2012 11:25 AM
50	5	Jun 8, 2012 11:17 AM
51	30	Jun 8, 2012 11:15 AM
52	50	Jun 8, 2012 10:44 AM
53	60	Jun 7, 2012 3:10 PM
54	15	Jun 7, 2012 11:11 AM
55	33	Jun 7, 2012 11:05 AM
56	70	Jun 7, 2012 10:34 AM
57	10	Jun 7, 2012 9:36 AM
58	40	Jun 7, 2012 8:53 AM
59	50	Jun 7, 2012 8:27 AM
60	55	Jun 6, 2012 1:33 PM
61	10	Jun 6, 2012 12:48 PM
62	20	Jun 6, 2012 12:44 PM
63	50	Jun 6, 2012 12:18 PM
64	20	Jun 6, 2012 9:37 AM

Page 9, Q13. Of the total time you spend on social media, what percentage of your time is spent on the following activities? (Please ensure answers total to 100%)

65	75	Jun 6, 2012 9:35 AM
66	45	Jun 6, 2012 9:10 AM
67	35	Jun 6, 2012 9:00 AM
68	35	Jun 6, 2012 8:57 AM
69	30	Jun 6, 2012 8:47 AM
70	40	Jun 5, 2012 1:19 PM
71	15	Jun 5, 2012 8:47 AM
72	60	Jun 5, 2012 6:12 AM
73	5	Jun 4, 2012 6:41 PM
74	25	Jun 4, 2012 4:37 PM
75	15	Jun 4, 2012 4:32 PM
76	20	Jun 4, 2012 4:23 PM
77	50	Jun 4, 2012 4:13 PM
78	15	Jun 4, 2012 2:38 PM
79	35	Jun 4, 2012 2:08 PM
80	15	Jun 4, 2012 2:01 PM
81	10	Jun 4, 2012 1:58 PM
82	30	Jun 4, 2012 1:09 PM
83	30	Jun 4, 2012 12:54 PM
84	25	Jun 4, 2012 12:54 PM
85	20	Jun 4, 2012 11:55 AM
86	45	Jun 4, 2012 11:37 AM
87	30	Jun 4, 2012 11:34 AM
88	80	Jun 1, 2012 9:51 PM
89	8	Jun 1, 2012 3:08 PM
90	30	Jun 1, 2012 2:33 PM
91	15	Jun 1, 2012 2:25 PM

Page 9, Q13. Of the total time you spend on social media, what percentage of your time is spent on the following activities? (Please ensure answers total to 100%)

92	80	Jun 1, 2012 2:21 PM
93	40	Jun 1, 2012 2:09 PM
94	20	Jun 1, 2012 2:07 PM
95	65	Jun 1, 2012 2:06 PM
96	15	Jun 1, 2012 2:02 PM
Commenting on content		
1	0	Jun 15, 2012 11:32 AM
2	33	Jun 15, 2012 9:57 AM
3	20	Jun 15, 2012 9:46 AM
4	10	Jun 15, 2012 9:40 AM
5	30	Jun 15, 2012 9:19 AM
6	0	Jun 14, 2012 3:13 PM
7	25	Jun 14, 2012 2:48 PM
8	10	Jun 14, 2012 2:36 PM
9	20	Jun 14, 2012 2:33 PM
10	5	Jun 14, 2012 2:29 PM
11	10	Jun 14, 2012 10:21 AM
12	15	Jun 13, 2012 7:26 PM
13	20	Jun 13, 2012 11:51 AM
14	5	Jun 13, 2012 11:07 AM
15	10	Jun 13, 2012 10:38 AM
16	10	Jun 13, 2012 10:07 AM
17	40	Jun 13, 2012 9:23 AM
18	10	Jun 13, 2012 9:22 AM
19	10	Jun 13, 2012 9:22 AM
20	5	Jun 13, 2012 9:18 AM
21	5	Jun 13, 2012 8:52 AM

Page 9, Q13. Of the total time you spend on social media, what percentage of your time is spent on the following activities? (Please ensure answers total to 100%)

22	10	Jun 13, 2012 8:49 AM
23	30	Jun 13, 2012 8:45 AM
24	33	Jun 13, 2012 8:42 AM
25	5	Jun 13, 2012 8:42 AM
26	5	Jun 12, 2012 2:12 PM
27	5	Jun 12, 2012 12:48 PM
28	25	Jun 12, 2012 11:00 AM
29	10	Jun 12, 2012 9:22 AM
30	20	Jun 12, 2012 8:57 AM
31	20	Jun 12, 2012 8:41 AM
32	25	Jun 12, 2012 8:16 AM
33	50	Jun 11, 2012 1:58 PM
34	10	Jun 11, 2012 12:32 PM
35	25	Jun 11, 2012 10:52 AM
36	20	Jun 11, 2012 9:45 AM
37	10	Jun 10, 2012 3:59 PM
38	20	Jun 8, 2012 11:34 PM
39	5	Jun 8, 2012 1:24 PM
40	30	Jun 8, 2012 1:18 PM
41	30	Jun 8, 2012 1:14 PM
42	33	Jun 8, 2012 1:12 PM
43	10	Jun 8, 2012 1:10 PM
44	30	Jun 8, 2012 1:08 PM
45	30	Jun 8, 2012 1:08 PM
46	10	Jun 8, 2012 12:55 PM
47	10	Jun 8, 2012 12:37 PM
48	15	Jun 8, 2012 11:40 AM

Page 9, Q13. Of the total time you spend on social media, what percentage of your time is spent on the following activities? (Please ensure answers total to 100%)

49	5	Jun 8, 2012 11:25 AM
50	5	Jun 8, 2012 11:17 AM
51	20	Jun 8, 2012 11:15 AM
52	20	Jun 8, 2012 10:44 AM
53	20	Jun 7, 2012 3:10 PM
54	15	Jun 7, 2012 11:11 AM
55	34	Jun 7, 2012 11:05 AM
56	20	Jun 7, 2012 10:34 AM
57	5	Jun 7, 2012 9:36 AM
58	20	Jun 7, 2012 8:53 AM
59	25	Jun 7, 2012 8:27 AM
60	5	Jun 6, 2012 1:33 PM
61	20	Jun 6, 2012 12:48 PM
62	10	Jun 6, 2012 12:44 PM
63	20	Jun 6, 2012 12:18 PM
64	40	Jun 6, 2012 9:37 AM
65	5	Jun 6, 2012 9:35 AM
66	25	Jun 6, 2012 9:10 AM
67	30	Jun 6, 2012 9:00 AM
68	10	Jun 6, 2012 8:57 AM
69	10	Jun 6, 2012 8:47 AM
70	10	Jun 5, 2012 1:19 PM
71	15	Jun 5, 2012 8:47 AM
72	20	Jun 5, 2012 6:12 AM
73	33	Jun 4, 2012 6:41 PM
74	25	Jun 4, 2012 4:37 PM
75	5	Jun 4, 2012 4:32 PM

Page 9, Q13. Of the total time you spend on social media, what percentage of your time is spent on the following activities? (Please ensure answers total to 100%)

76	30	Jun 4, 2012 4:23 PM
77	20	Jun 4, 2012 4:13 PM
78	15	Jun 4, 2012 2:38 PM
79	10	Jun 4, 2012 2:08 PM
80	10	Jun 4, 2012 2:01 PM
81	45	Jun 4, 2012 1:58 PM
82	10	Jun 4, 2012 1:09 PM
83	30	Jun 4, 2012 12:54 PM
84	35	Jun 4, 2012 12:54 PM
85	5	Jun 4, 2012 11:55 AM
86	5	Jun 4, 2012 11:37 AM
87	20	Jun 4, 2012 11:34 AM
88	10	Jun 1, 2012 9:51 PM
89	2	Jun 1, 2012 3:08 PM
90	20	Jun 1, 2012 2:33 PM
91	10	Jun 1, 2012 2:25 PM
92	10	Jun 1, 2012 2:21 PM
93	10	Jun 1, 2012 2:09 PM
94	10	Jun 1, 2012 2:07 PM
95	15	Jun 1, 2012 2:06 PM
96	10	Jun 1, 2012 2:02 PM

Page 12, Q17. Philanthropic organizations such as The McKnight Foundation use social media to communicate a variety of messages. Please rate your level of interest in the following types of information:

1	Internship/Job/Collaboration Opportunites	Jun 14, 2012 2:39 PM
2	central corridor, midway area	Jun 14, 2012 2:31 PM
3	Arts Culture Humanities Community Development	Jun 13, 2012 11:08 AM
4	new trends in philanthropy, McKnight's org culture/approach, grantees/reach of work (just saw amazing presentation about McK at EYEO festival on data visualization)	Jun 13, 2012 8:47 AM
5	Education	Jun 12, 2012 11:00 AM
6	environment	Jun 8, 2012 1:22 PM
7	Theater	Jun 8, 2012 1:15 PM
8	Changes in staffing, changes in focus/scope of funding	Jun 8, 2012 1:10 PM
9	Research reports	Jun 8, 2012 11:26 AM
10	Arts	Jun 8, 2012 11:18 AM
11	Environment	Jun 7, 2012 3:11 PM
12	research about the field	Jun 4, 2012 1:59 PM
13	More about what the foundation is learning in real-time from its work	Jun 1, 2012 2:08 PM

Page 12, Q18. How has joining social media affected your relationships with the people or organizations you "follow" or "like"? Please choose the statement that most closely describes your view.

1	I am more informed about the organizations I follow and like.	Jun 12, 2012 8:58 AM
2	My relationships/impressions of orgs have generally improved unless it is clear they are auto-posting and not thinking about how/where they are sharing. Then my opinion of that org (or their presence on social media) declines.	Jun 11, 2012 10:55 AM
3	It depends on each social media site and my uses.	Jun 8, 2012 1:14 PM
4	there are so many other varriables at work that none of the above choices seem appropriate, but "stayed the same" probably comes closest to a fit	Jun 6, 2012 12:46 PM